

Program of Instruction  
for the  
Army Acquisition Basic Course  
ALMC-QA

## Preface Page

Preparation Date: May 10, 2004

Course: ALMC-QA Phase: Version: A  
Course Title: Army Acquisition Basic Course

Training Location: US Army Logistics Management College, Huntsville, AL

Specialty: Military Functional Area 51  
51A – Systems Development  
51C – Contracting  
51R – Information Technology  
51S – Science and Engineering  
51T – Test and Evaluation

Supporting ITP:

**Purpose:** To train officers and civilians in the Army Acquisition Workforce. Successfully completing this course will prepare officers and civilians for entry-level positions in the Army Acquisition Workforce (AAW). To provide the AAW with Defense Acquisition University (DAU) equivalent training in contracting (CON 100, CON 101, CON 104, & CON 234); systems acquisition (ACQ 101, ACQ 201, & PMT 250); information technology (IRM 101 & SAM 101); test and evaluation (TST 101); and acquisition logistics (LOG 101). Further, this course will emphasize Army-unique system acquisition procedures and organizations throughout the curriculum.

**Scope:** This graduate-level course is designed to provide a broad spectrum of knowledge pertaining to the materiel acquisition process. It covers legal and regulatory policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Areas of coverage include: program management, contracting, acquisition logistics, information technology, test and evaluation, and requirements generation.

**Prerequisites:**

Commissioned officers must be captains or majors with at least 7 years of active Federal commissioned service. Officers must have completed their branch advanced course and must have been assessed into the U.S. Army Acquisition Corps with a Functional Area code of 51. Non-Commissioned Officers must be in the additional skill identifier G1 program. Civilians must be in the grade range of GS-07 through GS-13 and a member of the acquisition work force. All attendees should have a baccalaureate degree or higher. Commissioned officers, warrant officers, civilians and noncommissioned officers who fail to meet these prerequisites but who are assigned

to a materiel acquisition position will be considered for enrollment on a case-by-case basis. Contractor personnel may attend on a “space available” basis if their Government point of contract approves the DD 1556. Allied students must score a minimum of 85 on the English Comprehension Level Examination.

Security Clearance: None

Data:		<u>Peacetime</u>	<u>Mobilization</u>
	Course Length:	009 WK 00 Day	009 WK 00 Day
	Adjusted Course ICH:	631.0	631.0
Class Sizes:	Maximum:	36	36
	Optimum:	30	30
	Minimum:	15	15
	Academic Hours:	Course Unique:	
		Shared:	0
		Total:	
	Hours developed by Others:	Developed:	0
		Conducted:	0

Course Type Code: 02 Officer Functional

ITRO Code: Q Quota Course/Non-ITRO

Contract Code: N Not a Contract Course

Training Start Date: January 27, 2003

TD Proponent:

Design and Development: Army Logistics Management College -  
Huntsville Campus Huntsville, AL 35806

Instructor Provided Support: Army Logistics Management College -  
Huntsville Campus Huntsville, AL 35806

Army Course Proponent: Assistant Secretary of the Army (Acquisition,  
Logistics, and Technology), Washington, DC

Training Evaluation Proponent:

Army Logistics Management College  
Fort Lee, VA 23801

Remarks:

TMA

Remarks:



## Course Summary

Course:	ALMC-QA	Phase:	Version: A
Preparation Date:	May 10, 2004		
Course Title:	Army Acquisition Basic Course		

<u>Academic Time</u>		Peacetime	Mobilization
Annex: A	General and Introductory (AD)	31.0	31.0
Annex: B	Program Management (PM)	215.5	215.5
Annex: C	Contracting (CO)	57.0	57.0
Annex: D	Contingency Contracting (CC)	66.0	66.0
Annex: E	Contract Financing (CF)	105.5	105.5
Annex: F	Acquisition Logistics (LO)	51.5	51.5
Annex: G	Information Technology (IT)	43.0	43.0
Annex: H	Test and Evaluation (TE)	30.5	30.5
Annex: I	Examination (EX)	31.0	31.0
		Total:	631.0

<u>Administrative Time</u>		Peacetime	Mobilization
Annex: J	Administrative	22.0	22.0
Annex: K	Equipment		
		Grand Total:	653.0

<u>Academic Hours by Security Classification</u>		Peacetime	Mobilization
Unclassified:		631.0	631.0

## Training Annex with Task/Cond/Standard(s)

Course: ALMC-QA Phase: Version: A  
 Preparation Date: May 10, 2004  
 Course Title: Army Acquisition Basic Course

Training Annex: A  
 Title: General and Introductory (AD)

Purpose: To provide an orientation to the course and address special events.

Peacetime Academic Hours: 31.0  
 Mobilization Academic Hours: 31.0

Academic Hours			
Peacetime		Mobilization	
<u>Hours</u>	<u>Type</u>	<u>Hours</u>	<u>Type</u>
2.0	PE3	2.0	PE3
2.0	PE3	2.0	PE3

PFN NO: 1005  
 Note: An additional faculty member is required during this class.

Clearance: Unclassified

Title: Computer Familiarization

- TLO:
1. Issue laptop computers.
  2. Complete enrollment forms.
  3. Ensure the students know how to log on the computer, provide pass codes.
  4. Access the software programs loaded onto the computer.
  5. Create easy access to Windows Explorer.
  6. Download student material to the computer hard drive.
  7. Explore the LAN and create a default to the ALMC - Huntsville Campus homepage.
  8. Present computer security and liability requirements.

PFN NO: 1014  
 Note: An additional faculty member is required during the briefings.

8.0	GS	8.0	GS
2.0	GS	2.0	GS

Clearance: Unclassified

Title: AAC & PERSCOM Career Day

- TLO:
1. To familiarize students with the Army Acquisition Corps and potential career patterns.
  2. To brief students on PERSCOM and the latest personnel related policies.
  3. Conduct one-on-one interviews with the students to review personnel records and discuss acquisition assignments and

educational opportunities.

4. Discuss the Individual Development Plan.

PFN NO: 1015	2.0	GS	2.0	GS
Note: Six faculty members are present during this class.	12.0	GS	12.0	GS

Clearance: Unclassified

Title: Country Briefs by Allied Students

TLO: 1. To acquaint U.S. Students with the home country of each allied student. Presentation normally includes geography, climate, industry, population, military structure, and system acquisition process of each country.

PFN NO: 1017	1.0	PE3	1.0	PE3
Note: An additional faculty member is required during this class.	1.0	PE3	1.0	PE3

Clearance: Unclassified

Title: Excel Refresher

TLO: 1. Starting Excel  
2. Scrolling using the mouse  
3. Entering data into cells  
4. Saving a new workbook  
5. Using formulas  
6. Entering formulas  
7. Copying and pasting data  
8. Using the AutoSum button  
9. Changing the width of columns  
10. Adjusting columns automatically  
11. Changing font size  
12. Using the Bold button  
13. Using the Merge and Center button  
14. Centering data  
15. Changing cell format  
16. Adding borders  
17. Using fill colors  
18. Sorting data  
19. Hiding Columns  
20. Naming a Spreadsheet  
21. Closing a workbook

PFN NO: 1018	1.0	ISE	1.0	ISE
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Clearance: Unclassified

Title: Ethics in System Acquisition



- TLO:
1. Identify core ethical values critical to decision-making in the acquisition environment.
  2. Select core ethical values to resolve an acquisition-related ethical dilemma.

## Training Annex with Task/Cond/Standard(s)

Course: ALMC-QA Phase: Version: A  
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Training Annex: B  
 Title: Program Management (PM)

Purpose:

Peacetime Academic Hours: 215.5  
 Mobilization Academic Hours: 215.5

Academic Hours			
Peacetime		Mobilization	
<u>Hours</u>	<u>Type</u>	<u>Hours</u>	<u>Type</u>
3.5	ISE	3.5	ISE

PFN NO: 2001

Clearance: Unclassified

Title: The System Acquisition Process

- TLO: 1. Describe the environment surrounding system acquisition.
2. Name the six basic activities in system acquisition.
3. Name the non-materiel alternatives.
4. Describe the milestone decision review.
5. Name the four DoD life cycle phases.
6. Recall the scope or purpose of each life cycle phase.
- a. Concept and Technology Development
  - b. System Development and Demonstration
  - c. Production and Deployment
  - d. Operations and Support
7. Describe risk.
8. List three broad categories of technological maturity.
9. During what life cycle phases is it appropriate to insert mature technology?
10. What are, “cooperative opportunities” as related to the research and development process?
11. What is another name given to the DoD Strategic Plan?
12. What does it mean to have a “baseline?”
13. Define:
- a. Systems acquisition process
  - b. Milestone decision authority
  - c. Acquisition Decision Memorandum (ADM)
  - d. Exit criteria

- e. Acquisition Program Baseline (APB)
- f. Analysis of Alternatives (AoA)
- g. Capabilities Development Document (CDD)
- h. Key performance parameter (KPP)
- i. Critical program information (CPI)
- j. Acquisition strategy
- k. Modeling and simulation (M&S)
- l. Test and Evaluation Master Plan (TEMP)
- m. Initial Operational Test and Evaluation (IOT&E)
- n. Live Fire Test and Evaluation (LFT&E)
- o. Capabilities Production Document (CPD)
- p. Critical Design Review (CDR)
- q. Dual use technology
- r. Commercial off the shelf (COTS)
- s. Initial operational capability (IOC)
- t. Interoperability
- u. Low rate initial production (LRIP).

PFN NO: 2002

3.5 ISE 3.5 ISE

Clearance: Unclassified

Title: The Acquisition Workforce

- TLO:
1. Describe the roles of the people and principal organizations involved in the Army acquisition process.
  2. Specify which milestone review body typically oversees each acquisition category.
  3. List the differences among program, project and product managers.
  4. Recognize how DOD implements the Defense Acquisition Workforce Improvement Act (DAWIA).
  5. Recognize the working provisions of the DAWIA.
  6. Recognize how the DAWIA applies to you as a defense acquisition professional.
  7. Recognize acquisition positions, acquisition career fields, and the difference between acquisition positions and critical acquisition positions.
  8. Recognize the three levels of certification available in all career fields and the need to petition the Directors of Acquisition Career Management (DACMs) for certification
  9. Recognize the qualifications of the Acquisition Corps.

PFN NO: 2003

1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Capability Integration and Development System

- TLO:
1. Name the document for institutionalizing a mission deficiency and describe the process which identifies mission deficiencies.
  2. List non-materiel and materiel alternatives for resolving deficiencies.
  3. Name the user developed document which further refines the Mission Need Statement (MNS) and specifies operational performance parameters.
  4. Describe the requirements generation process.
  5. Describe the roles of the combat developer in the requirements generation process.
  6. Describe the role of an integrated concept team (ICT).
  7. List the four steps in the requirements generation system and identify the aspects of the requirements generation system as it applies to acquisition of information technology (e.g., interoperability, architecture, re-use.)

PFN NO: 2004

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Work Breakdown Structure (WBS)

- TLO:
1. Define:
    - a. Work breakdown structure (WBS)
    - b. Program and contract WBS
    - c. Program element
    - d. Defense materiel item
    - e. Common WBS elements
    - f. WBS level identification.
  2. Recall who maintains the program and contract WBS.
  3. Relate the WBS to specifications.
  4. Describe the evolution of the WBS in each life cycle phase.
  5. List the purposes of the WBS.

PFN NO: 2005

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Scheduling Techniques

- TLO:
1. Recall why we have schedules.
  2. Name three schedule types and specify the purpose of each.
  3. Describe the critical path method (CPM).
  4. Properly label the activity nodes on a CPM network.
  5. Recall the rules for connecting events in a CPM network.
  6. List the steps in creating a schedule.

7. Recite the purpose of a baseline schedule.
8. Describe the relationship of the work breakdown structure (WBS) to the schedule.
- 9 Define:
  - a. Early start versus late start
  - b. Loading and leveling resources
  - c. Series versus parallel scheduling
  - d. Float or slack
  - e. Critical path
  - f. "AM-PM" convention
  - g. Directed dates
  - h. Hammocks
  - i. Fragnets.

PFN NO: 2006

2.5 ISE 2.5 ISE

Clearance: Unclassified

Title: Configuration Management

TLO: 1. Define

- a. Allocated baseline
- b. Block modification
- c. Configuration control
- d. Configuration Control Board
- e. Configuration identification
- f. Configuration item
- g. Configuration IPT
- h. Configuration management
- i. Configuration status accounting
- j. Configuration verification and audit
- k. Deviation
- l. Engineering change proposal
- m. Functional baseline
- n. Functional configuration audit
- o. Market research
- p. Modification work order
- q. Physical configuration audit
- r. Product baseline
- s. Program-unique specification
- t. System specification.
2. Describe the relationship of configuration management to:
  - a. The work breakdown structure
  - b. Systems engineering
  - c. Acquisition Program Baseline

d. Acquisition reform

PFN NO: 2007

5.0 ISE 5.0 ISE

Clearance: Unclassified

Title: Science and Technology

- TLO: 1. List the principal Army organizations involved in Army science and technology.
2. Define the following terms:
- a. Dual use technology
  - b. Strong technology base
  - c. Leveraging technology
  - d. Horizontal Technology Integration (HTI)
  - e. Revolution in Military Affairs (RMA)
  - f. Asymmetric threats
  - g. Reduced cost of ownership
  - h. Technology insertion
  - i. Information assurance
  - j. Battlespace awareness
  - k. Force protection
  - l. Technology transition
  - m. Accelerated transition
  - n. Evolutionary acquisition
  - o. Spiral development
  - p. Product Improvement Program (PIP)
  - q. Preplanned Product Improvement (P3I)
  - r. Advanced Technology Demonstrations (ATD)
  - s. Advanced Concept Technology Demonstrations (ACTD)
  - t. Experimentation
  - u. Advanced Warfighting Experiments (AWEs)
  - v. Modeling and Simulation (M&S)
  - w. Biomimetics
  - x. Nanoscience
  - y. Defense technology objectives (DTO)
  - z. Science and technology objectives (STO)
  - a. Asymmetric threats
12. Describe the 2020 Joint Warfighting Capability Objectives.
13. Describe the Basic Research Plan.
14. Describe the Defense Technology Area Plan (DTAP).
15. Describe the Joint Warfighting Science and Technology Plan.
16. Describe the concept of safeguarding science and technology to include the Militarily Critical Technologies List (MCTL).

PFN NO: 2008

1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Defense Planning, Programming and Budgeting System

- TLO:
1. Define the main purpose of the PPBS process.
  2. Identify the stages and products of each PPBS phase.
  3. Describe the relationship of the major command POM to the PPBS process.
  4. Recognize the role of the PPBS in acquisition management.
  5. Identify the five major appropriations associated with defense acquisition management
  6. Identify the difference between the DOD PPBS and the US Army PPBES.
  7. Define the purpose of the Future Year Defense Program.
  8. Recognize that an appropriations bill generates all funds.
  9. Recognize that DOD budget are prepared or defended periodically.
  10. Recognize the difference between incremental and full funding policies and to which appropriation each applies.
  11. Outline the basic flow of funds in the financial management process.
  12. Recognize the process for allocating the Budget Authority granted by the enactment process.
  - 13 Name the specific obligation and expenditure "windows" for the five appropriations associated with defense acquisition.
  - 14 Recognize the major provision of the Misappropriation Act and Anti-Deficiency Act and what they are designed to prevent.

PFN NO: 2009

2.5 ISE 2.5 ISE

Clearance: Unclassified

Title: Analysis of Alternatives

- TLO:
1. Identify two uses of the Analysis of Alternatives (AoA).
  2. Identify those systems for which an AoA is required.
  3. Describe the role of the Overarching Integrated Product Team (OIPT) and the working-level Integrated Product Teams (WIPT).
  4. Describe the role of the study performer, Study Advisory Group (SAG), and the functional proponent.
  5. Describe the scope of the AoA work effort for every life cycle phase.
  6. Contrast the difference between performance and effectiveness.

7. Define modeling and discuss modeling techniques that are applicable to operational effectiveness analysis.
8. Define Measures of Effectiveness (MOE) and describe the hierarchy of MOEs.

PFN NO: 2010

2.0 ISE 2.0 ISE

Clearance: Unclassified

Title: Introduction to Cost Analysis and Cost Estimating

- TLO:
1. Recognize the scope of Life Cycle Costs (LCC).
  2. Identify the four basic cost-estimating techniques.
  3. Describe the Cost Estimating Process.
  4. Define the Program Office Estimate (POE), Component Cost Analysis (CCA), and the Service Cost Position, including comments about who completes each estimate and why each is done.
  5. Recognize the particular limitations of each of the four cost-estimating techniques and where each roughly "fits" into the life cycle.
  6. Identify terms associated with Acquisition Program Cost Estimates:
    - a. Program Office Estimate (POE)
    - b. Component Cost Analysis (CCA)
    - c. Independent Cost Estimate (ICE)
    - d. Cost Analysis Requirements Description (CARD)
    - e. Cost Analysis Improvement Group (CAIG)
  7. Relate the concepts of affordability and cost as an Independent Variable (CAIV) to the planning of acquisition program.
  8. Define Constant (Base Year) and Current (Then Year) dollars.
  9. Explain DOD policy on inflation adjustments.
  10. Adjust costs for inflation correctly.

PFN NO: 2011

1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Program Risk Management

- TLO:
1. Define risk and risk management.
  2. Outline the risk management process.
  3. Identify typical risk areas/sources where risk events may occur.
  4. Identify and describe risk assessment techniques.
  5. Identify the four steps of the risk management process model.



<p>PFN NO: 2012</p> <p>Clearance: Unclassified</p> <p>Title: Production Management</p> <p>TLO: 1. Identify the key production activities.</p> <p>2. Identify the key quality functions and activities.</p>	1.0	ISE	1.0	ISE
<p>PFN NO: 2013</p> <p>Clearance: Unclassified</p> <p>Title: Acquisition Streamlining</p> <p>TLO: 1. Identify acquisition streamlining initiatives.</p> <p>2. Identify the program risk incurred when applying a given acquisition streamlining initiative.</p>	1.0	ISE	1.0	ISE
<p>PFN NO: 2014</p> <p>Clearance: Unclassified</p> <p>Title: Systems Engineering</p> <p>TLO: 1. Recognize six areas of Systems Engineering (SE) covered in this lesson.</p> <p>2. Recognize that the Systems Engineering Process (SEP) is essentially a translation and feedback process from operational to systems requirements.</p> <p>3. Recognize the roles and responsibilities of the Government and the contractor in a typical Systems Engineering Process.</p> <p>4. Recognize the various activities of SE throughout the life cycle and their necessary integration.</p> <p>5. Identify main components of the Systems Engineering Process: Requirements Analysis, Functional Analysis/Allocation and Synthesis.</p> <p>6. Recognize the continuum of system specifications and how they relate to the technical maturity of systems.</p> <p>7. Identify the role of the Systems Engineering Process in the product life cycle.</p> <p>8. Recognize these characteristics of good design: supportability, mission performance, producibility, testability, cost efficiency, fully integrated software and</p> <p>9. Identify the role of systems engineering in balancing cost, schedule and performance throughout the life cycle.</p> <p>10. Relate the different types of program unique specifications to their appropriate configuration baselines and technical review requirements.</p>	2.5	ISE	2.5	ISE

11. Trace the maturation of system design information as it evolves through the acquisition life cycle of a system.

PFN NO: 2015

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Single Attribute Decisions

- TLO:
1. Given a scenario, apply qualitative and quantitative tools to support problem solving and decision-making in an acquisition environment.
  2. Define/compare/contrast major terms: alternatives, benefits, costs, decision, decision-maker, outcome, probability, states of nature, risk-averse/-neutral/ -prone.
  3. Explain the three conditions under which decisions are made.
  4. For single attribute problems under certainty or risk:
    - a. Display a decision problem using a Decision Tree or a Matrix (table).
    - b. Understand and use appropriately: Maximin, Hurwicz Alpha, Expected Value (EV).
  5. Explain EVPI/EVSI and conduct a graphical or algebraic sensitivity analysis on a decision tree.

PFN NO: 2016

2.0 C 2.0 C

Clearance: Unclassified

Title: Requirements determination process

- TLO:
1. Chart the requirements documents process.
  2. Recognize the user's (warfighter's) role and tools in identifying mission deficiencies.
  3. Recognize the role of the Joint Requirements Oversight Council (JROC) in major defense acquisition programs.
  4. Recognize why C2, Communications, Computers and Intelligence (C4I) mission interoperability and CAIV must be considered with all affected U.S. and allied systems.
  5. Given a mission needs statement (MNS/ICD), and a summary AOA, select an appropriate concept, from the perspective of the system developer, to meet the user's requirement.

PFN NO: 2017

3.0 C 3.0 C

Clearance: Unclassified

Title: The Life Cycle Model

- TLO:
1. Recite 2 Purposes of the Life Cycle Model & how it was created.
  2. Recite 5 Non materiel alternatives & 2 reasons to initiate a

- new program.
- 3. Roles of MATDEV, CBTDEV, testers, & PM.
- 4. Scope of each phase, Milestone Decision Review (MDR), & criteria for levels of oversight.

PFN NO: 2018 3.0 PE3 3.0 PE3

Clearance: Unclassified

Title: Work Breakdown Structure Exercise

- TLO: 1. Analyze system characteristics and extract data pertinent to a WBS.
2. Construct a program WBS.
3. Develop a logical numbering scheme for the WBS.
4. Demonstrate proficiency with PowerPoint software.

PFN NO: 2019 2.0 PE3 2.0 PE3

Clearance: Unclassified

Title: Project Planning Exercise

- TLO: 1. Illustrate the benefits of group synergy.
2. Gain strategies for increasing your influence within groups.

Note: An additional six faculty members are present during this exercise. 8.0 PE3 8.0 PE3

PFN NO: 2020 4.0 PE3 4.0 PE3

Clearance: Unclassified

Title: MS Project Exercise

- TLO: 1. At the conclusion of this instruction, you should be able to create, modify and print a project schedule (Gantt Chart format) using Microsoft Project 2000 software.

Note: An additional faculty member is present during this exercise. 4.0 PE3 4.0 PE3

PFN NO: 2021 6.0 PE3 6.0 PE3

Clearance: Unclassified

Title: Cost Estimating Practical Exercise

- TLO: 1. Analyze system characteristics and extract data pertinent to your cost estimate.
2. Develop a cost estimate using Parametric-estimating technique.
3. Use Inflation Data Sheets to come up with the cost estimate for the system in FY 2003 current (then year) dollars.

PFN NO: 2022 2.0 C 2.0 C

Clearance: Unclassified

Title: Analysis of Alternatives Process

- TLO: 1. Understand
- a. What an AoA is
  - b. Understand why AoAs are used
  - c. Understand when AoAs are used
  - d. Understand who is responsible for AoAs
  - e. Understand how to do an AoA

PFN NO: 2023

1.0 C 1.0 C

Clearance: Unclassified

Title: Systems Engineering Process

- TLO: 1. Discuss the four key systems engineering activities.
2. Relate systems engineering to the acquisition process.
3. Role of the program manager and materiel developer in systems engineering.
- 4 Systems engineering application to commercial and non developmental item (NDI) programs.

PFN NO: 2024

1.0 C 1.0 C

Clearance: Unclassified

Title: Risk Management Process

- TLO: 1. Identify risk events.
2. Determine the likelihood of the event.
3. Determine the impact of the risk event.
4. Identify responses to risk.
5. Report on the responses to risk.

PFN NO: 2025

1.0 C 1.0 C

Clearance: Unclassified

Title: WBS Project Application

- TLO: 1. Describe the structure of the WBS.
2. Be able to apply the WBS.
3. Construct the first four levels of a WBS given a system acquisition scenario.

1.0 PE3 1.0 PE3

PFN NO: 2026

3.0 C 3.0 C

Clearance: Unclassified

Title: Cost Estimating Process

- TLO: 1. Define Cost Analysis Requirements Description (CARD).
2. Discuss the cost methodologies of Analogy, Parametrics, Engineering (Bottoms Up), and Expert Opinion.

3. List the Cost Estimating Relationship types.
4. Develop cost factors
5. Perform calculations in support of Regression Analysis.

PFN NO: 2027	5.0	PE3	5.0	PE3
Note: An additional faculty member is required during this class.	5.0	PE3	5.0	PE3

Clearance: Unclassified

Title: CDD Exercise

- TLO: 1. Given a mission needs statement (MNS/ICD), and a summary AoA, select an appropriate concept, from the perspective of the system developer, to meet the user's
2. Given an AoA and OMS/MP and various other supporting documents, develop an ORD/CDD making sure to address all user requirements, (e.g. C4I interoperability, lethality, transportability).

PFN NO: 2028	1.0	C	1.0	C
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Clearance: Unclassified

Title: Configuration Management Process

- TLO: 1. Describe relationship to program peculiar specifications, life cycle model, PM, and WBS.
2. Four major functions of CM and three base lines.
3. Describe relationship to ECPs, deviations, and MWOs.
4. Identify techniques for reducing transition risk from development to production.

PFN NO: 2029	1.0	C	1.0	C
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Clearance: Unclassified

Title: Acquisition Streamlining Initiatives

- TLO: 1. Recognize acquisition streamlining initiatives.

PFN NO: 2030	1.0	C	1.0	C
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Clearance: Unclassified

Title: Inflation

- TLO: 1. Explain DOD Policy on Inflation Adjustments.
2. Adjust costs for Inflation correctly.
3. Determine when to use Constant dollars vs. Current dollars.
4. Define how outlays are used with Current dollars
5. Explain the purpose of using a Base Year for dollar adjustments.

PFN NO: 2031	2.0	C	2.0	C
Clearance: Unclassified				
Title: Research and Development				
TLO: 1. Differentiate among science, technology, research, and development.				
2. Recite the objective of the Defense science and technology program.				
3. Describe the current military environment regarding technology and change.				
4. Describe the R&D funding program and categories.				
5. Describe the role of the Defense Advanced Research Projects Agency (DARPA) in system acquisition.				
6. Describe the role of the Defense Threat Reduction Agency (DTRA).				
7. Describe the role of the Missile Defense Agency.				
8. Describe the role of the Joint Forces Command (JFC) in systems acquisition.				
9. Explain the term: partnerships, in connection with Defense science and technology programs.				
10. Describe the 2020 Joint Warfighting Capability Objectives.				
11. Describe the Basic Research Plan, the Defense Technology area Plan (DTAP), and the Joint Warfighting Science and Technology Plan.				
12. Describe the concept of safeguarding science and technology.				
PFN NO: 2032	4.0	PE3	4.0	PE3
Clearance: Unclassified				
Title: Analysis of Alternatives Practical Exercise				
TLO: 1. Conduct and Report an AoA at the beginning of the SABER Life Cycle for five initial SABER vehicle configurations by utilizing available data for several MOEs per the SABER AoA Study Directive.				
PFN NO: 2033	25.0	PE3	25.0	PE3
Note: Two additional faculty members are required to support this class.	50.0	PE3	50.0	PE3
Clearance: Unclassified				
Title: SABER IPR Exercise				
TLO: 1. Develop an initial acquisition strategy and construct a milestone schedule of a developmental program. Use Microsoft Project software.				
2. Display budgeted funds by fiscal year and appropriation. Use				

Excel software.

3. Modify a program's acquisition strategy by incorporating acquisition streamlining techniques.
4. Modify a program budget based on a revised schedule.
5. Provide rationale (justification) for each program change.
6. Perform a qualitative risk assessment on each proposed change.

PFN NO: 2034

1.0 C 1.0 C

Clearance: Unclassified

2.0 PE3 2.0 PE3

Title: Scheduling with the critical path method (CPM)

- TLO:
1. Be able to construct a network schedule.
  2. Compute critical path and float.
  3. Load and level the schedule.

PFN NO: 2035

3.0 PE3 3.0 PE3

Clearance: Unclassified

Title: Scheduling Exercise

- TLO:
1. Construct a network using the critical path method
  2. Level resources using one variable.

PFN NO: 2036

1.0 C 1.0 C

Clearance: Unclassified

Title: Integrated Production Management

- TLO:
1. Recognize four top level design goals for a producible product.
  2. Recognize the magnitude of the fiscal commitment to program in production and beyond.
  3. Recognize production quality and manufacturing as an integrated part of the systems engineering process.
  4. Recognize the 5 M's as they relate to designing a production program.
  5. Recognize the basic idea of statistical process control.
  6. Recognize major causes of production problems.

PFN NO: 2037

2.0 C 2.0 C

Clearance: Unclassified

Title: Military-Civilian Interface

- TLO:
1. Determine need for establishing a new position & criteria for military or civilian .
  2. Define acquisition workforce, critical acquisition positions,

- acquisition corps, and other related terms
- 3. Recite the generic processes of establishing positions & selecting civilians.
- 4. Describe the functions of CPO (also known as CPAC - Civilian Personnel Advisory Center).
- 5. Compare military & civilian grades, pay, leave, appraisals, & awards.
- 6. Discuss current personnel issues within the Army Acquisition Corps.

PFN NO: 2038 4.0 C 4.0 C

Clearance: Unclassified

Title: Planning Programming and Budgeting System

- TLO:
- 1. Define the main purpose of the PPBS process.
  - 2. Identify the stages and products of each PPBS phase.
  - 3. Describe the relationship of the major command POM to the PPBS process.
  - 4. Recognize the role of the PPBS in acquisition management.
  - 5. Define the purpose of the Future Year Defense Program.

PFN NO: 2039 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Earned Value Management

- TLO:
- 1. Recognize how EVM fits into the defense acquisition process.
  - 2. Recognize the concept of EVM.
  - 3. Recognize the EVM process.
  - 4. Identify the three principal players in the EVM process.
  - 5. Recognize the importance of Earned Value as a management tool.

PFN NO: 2040 2.0 C 2.0 C

Clearance: Unclassified

Title: Applying Earned Value

- TLO:
- 1. Describe the integrated EVM process in accordance with EVM guidelines.
  - 2. Describe the steps to develop a Performance Measurement Baseline.
  - 3. Identify the relationship of the PMB to program objectives.
  - 4. Describe the purpose of an integrated baseline review.
  - 5. Given an example, evaluate program status based on review



of earned value, schedule and technical documentation.

PFN NO: 2041 1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Environmental Impact on System Acquisition

TLO: 1. Identify Programmatic ESOH Evaluation (PESHE) milestone requirements and explain PESHE content requirements.

2. Describe the Environmental, Safety and Occupational Health (ESOH) risk management process.
3. Recognize the potential program impacts of the 13 major items of environmental legislation.
4. Explain how to plan for and conduct National Environmental Policy Act (NEPA) analysis.
5. Recognize the impact of NEPA throughout the program life-cycle.
6. Describe the three basic levels of NEPA environmental analysis and identify documentation requirements for each level.

PFN NO: 2042 1.0 C 1.0 C

Clearance: Unclassified

Title: Environmental Briefing

- TLO: 1. Discuss the Army Environmental Ethic.
2. List the components of the Army Environmental Strategy.
3. Describe the 13 major items of environmental legislation that affect defense programs.
4. Identify program environmental documentation requirements.

PFN NO: 2043 1.0 PE3 1.0 PE3

Clearance: Unclassified

Title: Program Risk Management Exercise

- TLO: 1. Perform a risk assessment
2. Identify the risk events for Long Range Acquisition Targeting System (LRATS).
3. Determine the likelihood of the event.
4. Determine the impact or consequence of the risk event.
5. Determine risk handling options to consider.

PFN NO: 2044	1.0	C	1.0	C
Clearance: Unclassified				
Title: DOD Financial Management				
TLO:	<ol style="list-style-type: none"> <li>1. Define Financial Management.</li> <li>2. Identify the sources of financial resource.</li> <li>3. Identify and assess the role of Congress in the budget</li> <li>4. Explain the difference between authorization and appropriation.</li> <li>5. Define Continuing Resolution Authority</li> <li>6. Assess the impact of public law on the DOD financial structure.</li> </ol>			
PFN NO: 2045	6.0	GD	6.0	GD
Clearance: Unclassified				
Title: SABER Group Debriefing				
TLO:	<ol style="list-style-type: none"> <li>1. Review each group's solution to scheduling, budgeting, risk assessment, and acquisition streamlining strategies.</li> <li>2. Discuss the group's rationale for its conclusions.</li> <li>3. Discuss the school solution.</li> </ol>			
PFN NO: 2046	2.0	GS	2.0	GS
Clearance: Unclassified				
Title: Threat Support (unclassified brief)				
TLO:	<ol style="list-style-type: none"> <li>1. Describe the Army's threat support to the system acquisition process.</li> <li>2. Present some examples of system threat.</li> <li>3. Address the Army's threat support policy.</li> </ol>			
PFN NO: 2047	2.0	GS	2.0	GS
Clearance: Unclassified				
Title: Role of the Program Manager				
TLO:	<ol style="list-style-type: none"> <li>1. Describe the role of the program manager in system acquisition.</li> <li>2. Address organizations which participate with the PM in system acquisition.</li> <li>3. Describe challenges facing program managers.</li> <li>4. Discuss current issues being addressed by program managers.</li> </ol>			
PFN NO: 2048	2.0	F	2.0	F
Clearance: Unclassified				
Title: "Pentagon Wars"				

PFN NO: 2049	1.0	F	1.0	F
Clearance: Unclassified				
Title: "The Deep Dive"				
PFN NO: 2050	6.0	GS	6.0	GS
Note: An additional faculty member is required during this class.	6.0	GS	6.0	GS
Clearance: Unclassified				
Title: AMCOM Organizational Mission Briefs				
PFN NO: 2052	1.0	C	1.0	C
Clearance: Unclassified				
Title: Organizing for Acquisition				
TLO: 1. Describe the use of Integrated Product Process Development (IPPD) / Integrated Product Teams (IPTs) in successful acquisition management.				
2. Relate the key tenets of IPPD to planning and executing an acquisition program				
3. Identify the barriers to successful IPT implementation				
4. Describe methods for maintaining open communications within the team and with outside agencies.				
5. Describe best practices for developing effective teams.				
PFN NO: 2053	3.0	PE3	3.0	PE3
Clearance: Unclassified				
Title: IPT Performance and Effectiveness Metrics				
TLO: 1. Develop metrics for IPT goals and critical success factors.				
2. Use the developed metrics to conduct self-assessment of IPT performance.				

## Training Annex with Task/Cond/Standard(s)

Course: ALMC-QA Phase: Version: A  
 Preparation Date: May 10, 2004  
 Course Title: Army Acquisition Basic Course

Training Annex: C  
 Title: Contracting (CO)

Purpose:

Peacetime Academic Hours: 57.0  
 Mobilization Academic Hours: 57.0

Academic Hours			
Peacetime		Mobilization	
<u>Hours</u>	<u>Type</u>	<u>Hours</u>	<u>Type</u>
3.0	ISE	3.0	ISE

PFN NO: 3001

Clearance: Unclassified

Title: Introduction to Contracting

- TLO: 1. Describe the roles and responsibilities of the acquisition team and a contracting officer as a business advisor.  
 2. Discuss the responsibilities of the contracting officer.  
 3. Describe procurement integrity requirements.  
 4. State the roles and responsibilities of the branches of Government within the procurement process.  
 5. Identify the statutes, regulations, court and administrative rulings, and other guidance that define the procurement  
 6. Trace the Department of Defense budget cycle.  
 7. Recognize the constitutional and statutory authority for contracting.  
 8. Explain how the FAR and DFARS are organized, administered, and updated.  
 9. Identify the major categories of contracts outlined in the FAR.  
 10. Recognize the methods of procurement authorized for Government contracting.

PFN NO: 3002

1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Legal and Regulatory Principles of Contracting

- TLO: 1. Identify the elements of a contract and how they apply in Government contracting.  
 2. List the guiding principles for the Federal Acquisition System.  
 3. Identify standards of conduct and ethical principals that apply

to procurement decisions.

4. Understand the impact of market research on the acquisition.
5. Describe early exchanges.

PFN NO: 3003

1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Acquisition Planning Purchase Request

- TLO:
1. Define a Procurement Request (PR), and identify the major elements of a PR.
  2. Determine if a requirement is a micro-purchase, other simplified acquisition or large dollar acquisition.
  3. Determine if an item is a commercial item or non-developmental item.
  4. Describe the process for reviewing and correcting deficiencies in requirements documents.
  5. Identify the type of funds provided, the period funds expire, and whether committed funds are sufficient for the acquisition.
  6. Understand what the Anti-Deficiency Act prohibits the contracting officer from doing.
  7. Define requirements documents and understand its relationship to market research.
  8. Define the Services Contract Act and understand how it applies to government procurements.
  9. Identify conditions for providing Government property to a contractor or permitting use of Government Sources of Supply.

PFN NO: 3004

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Contract Formation

- TLO:
1. Determine a need for publicizing proposed contracting actions.
  2. Identify methods and tools available for publicizing proposed acquisitions.
  3. Identify additional methods available for publicizing proposed acquisitions.
  4. Recognize the Required Components for Building
  5. Identify the Procedures for Preparing Written Solicitations.
  6. Distinguish When a Subcontracting Plan Is Required.
  7. Determine methods for responding to an inquiry about a solicitation received prior to contract award.
  8. Recognize the appropriate way to handle and process bids.
  9. Determine contractor responsiveness and responsibility.

PFN NO: 3005	1.5	ISE	1.5	ISE
Clearance: Unclassified				
Title: Contract Administration				
TLO: 1. List the process and procedures for preparing for and conducting a post-award conference.				
2. Identify the function and purpose of administering Government property, to include intellectual Property.				
3. Determine when the contractor is required to obtain approval from the Government to subcontract and evaluate contractor compliance with subcontracting goals.				
4. Describe the function and purpose of monitoring Government property inclusive of intellectual property.				
5. Define a contract modification				
6. Define a unilateral or bilateral contract modification.				
PFN NO: 3006	4.0	C	4.0	C
Clearance: Unclassified				
Title: Framework of Contracting				
TLO: 1. Describe the roles/ responsibilities of the branches of Government in acquisition.				
2. Identify the statutes, regulations, and court rulings that define the procurement system.				
3. Identify the information covered in and organization of the FAR and DFARS.				
4. Recognize the constitutional and statutory authority for contracting.				
5. Explain how the FAR is organized, administered, and updated.				
6. Identify the major categories of contracts outlined in the FAR.				
7. Recognize the methods of procurement authorized for Government contracting.				
8. Identify the legal and regulatory principles of contracting.				
9. Identify the elements of a contract.				
10. List the guiding principles for the Federal Acquisition System.				
11. Identify standards of conduct & ethical principals that apply to procurement decisions.				
PFN NO: 3007	2.0	C	2.0	C
Clearance: Unclassified				
Title: Acquisition Planning Purchase Requests				
TLO: 1. Analyze & provide business advice on the purchase request.				
2. Review and provide business advice in the preparation of requirements documents.				

3. Determine the type of funding and whether the amount of funding is realistic.

PFN NO: 3008

2.0 C

2.0 C

Clearance: Unclassified

Title: Acquisition Planning Methods of Acquisition

- TLO:
1. Determine the method of acquisition.
  2. Describe when to use simplified acquisition procedures.
  3. Discuss methods of acquisition for other than simplified acquisition procedures.
  4. Determine if a requirement is a micro-purchase, other simplified acquisition or large dollar acquisition.
  5. Describe the process of requiring oral presentation.
  6. Determine when it is appropriate to limit competition in the specific acquisition.
  7. Describe the process for acceptance/rejection of unsolicited proposals.

PFN NO: 3009

1.0 C

1.0 C

Clearance: Unclassified

Title: Acquisition Planning Contract Financing

- TLO:
1. Describe pricing arrangements for fixed price contracts.
  2. Explain pricing arrangements and conditions under which each are used.
  3. Describe methods of ordering for recurring requirements.
  4. Define indefinite delivery ordering methods.
  5. Describe the basic types of contracts and agreements.
  6. Describe methods of ordering for recurring requirements.
  7. Recognize the purpose of an un priced purchase order.
  8. Recognize the purpose of a letter contract.
  9. Identify contract financing options, bond requirements, and methods of payment.
  10. Recognize reasons for providing Government financing and the methods available.
  11. Describe the process for handling contractors' request for financing.
  12. Identify bond requirements for the solicitation.
  13. Distinguish among the methods of payment.

PFN NO: 3010

8.0 C

8.0 C

Clearance: Unclassified

Title: Contract Construction

- TLO: 1. Recognize the appropriate offer evaluation factors for incorporation in the solicitation.
2. Identify price-related factors for incorporation in the
3. Identify non-price factors for incorporation in the solicitation.
4. Describe evaluation techniques.
5. Determine the appropriate type of commercial financing.
6. Select a method or methods of publicizing proposed acquisitions.
7. Identify the FAR policy requirements for transmitting/publishing a notice to the GPE.
8. Identify additional methods/tools available for publicizing proposed acquisitions.
9. Select the elements of a solicitation that would include appropriate provisions/clause.
10. Describe conditions and specific steps for orally soliciting.
11. Identify the procedures for preparing written solicitations.
12. Distinguish when a subcontracting plan is required.
13. Recognize the appropriate method of responding to handle inquiries, conferences, and amendments.
14. Describe the process for safeguarding, opening, reading, marking, and abstracting of bids.
15. Determine if the bid offers a minimum bid period and explain minimum period and extension.
16. Identify any mistakes in bids to determine appropriate resolution.
17. Identify elements of responsiveness and responsibility.
18. Determine how to process offers with and without negotiations/discussions.
19. Identify the procedures for safeguarding quotes and proposals.
20. Determine procedures to evaluate technical and other non-price-related factors.
21. Describe debriefing and protest procedures.
22. Determine appropriate actions to resolve protests.

PFN NO: 3011

4.0 C

4.0 C

Clearance: Unclassified

Title: Administering the Contract

- TLO: 1. List the process and procedures for preparing for and conducting a post award conference.
2. Describe the function and purpose of monitoring Government property inclusive of intellectual property.
3. Recognize administrative issues in labor and environmental



- laws and other miscellaneous terms and conditions.
4. Explain the process for processing a contract modification.
  5. Determine whether to exercise an option, and document the decision
  6. Explain administration roles and responsibilities of the administrative contracting officer (ACO).
  7. Determine when performance or delivery delays are excusable and if consideration is appropriate.
  8. Identify the disputes process.
  9. Determine the method of termination based on the decision to terminate.
  10. Identify the procedures for a termination for convenience (T4C).
  11. Compare and contrast the circumstances for a termination for default (T4D) and a termination for cause.
  12. Explain the process for properly closing out a contract.

PFN NO: 3012 2.0 C 2.0 C

Clearance: Unclassified

Title: Performance Work Statement (PWS)

- TLO: 1. Describe the work and technical requirements for performance of services.
2. Identify where performance requirements for service work can best be located in contract documents.

PFN NO: 3015 5.0 PE3 5.0 PE3

Clearance: Unclassified

Title: PWS Practical Exercise

- TLO: 1. Identify where performance requirements for service work can best be located in contract documents.

Note: An additional faculty member is present during this exercise. 5.0 PE3 5.0 PE3

PFN NO: 3016 5.0 PE3 5.0 PE3

Clearance: Unclassified

Title: Solicitation Practical Exercise

- TLO: 1. Select the appropriate solicitation method and construct a commercial solicitation.

Note: An additional faculty member is present during this exercise. 5.0 PE3 5.0 PE3

PFN NO: 3017 1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Preparing the Performance Work Statement (PWS)

- TLO: 1. Describe a performance work statement (PWS).  
 2. Identify where performance requirements for service work can best be located in contract documents.

PFN NO: 3018

2.0 ISE 2.0 ISE

Clearance: Unclassified

Title: Acquisition Planning Socioeconomic Requirements

- TLO: 1. When to limit competition to small business concerns.  
 2. Determine the appropriate North American Industry Classification System Code.  
 3. Define small business, small concern and categories of small businesses.  
 4. Determine the number of eligible firms available.  
 5. Determine whether the Small Business Competitiveness Demonstration Program applies.  
 6. Describe conditions which may apply to a requirement.  
 7. Preferences in award evaluation.  
 8. Explain when the use of a price evaluation factor is  
 9. Determine if an SDB Participation Evaluation Factor or Subcontracting Program Incentive is appropriate.  
 10. Determine the need for a subcontracting plan.  
 11. Describe the procedures for rejecting an SBA Set-Aside and handling an SBA appeal  
 12. Explain when a Set-Aside could be modified or withdrawn.  
 13. Support to the Small Business 8(a) Business Development Program.  
 14. Recognize the review process.  
 15. Determine whether or not to Compete the 8(a) Award.  
 16. Explain the procedures for notifying and obtaining acceptance from the SBA.  
 17. Identify the steps taken by the contracting officer to solicit and evaluate offers from (a) sources.  
 18. Describe negotiation procedures with the SBA.  
 19. Procedures for administrative actions.  
 20. Determine whether the award would be at fair market price.  
 21. Determine when to obtain SBA confirmation.  
 22. Recognize when to refer issues to the SBA for Certificate of Competency consideration.  
 23. Explain how to respond to an SBA Administrator Appeal.  
 24. Identify when to prepare contract documents.

PFN NO: 3019

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: E-Business

- TLO: 1. Given acquisition scenarios, explain how e-business initiatives facilitate the efficiency of the acquisition process.
2. Define the following terms:
- Federal Business Opportunities (FedBizOpps)
  - DoD Business Opportunities (DoDBusOpps)
  - Central Contractor Registration (CCR)
  - DoD Electgronic Mall (EMALL)
  - DoD Past Performance Automated Information System (PPAIS)
  - Standard Procurement System (SPS)
  - DFAS Corporate Information Infrastructure (DCII)
3. Discuss the role and function of e-business integrated systems.
4. Discuss the benefits and challenges of technology in supporting business functions.

PFN NO: 3020

1.0 C

1.0 C

Clearance: Unclassified

Title: Small Business Consideration

- TLO: 1. Correctly determine whether a procurement will be set aside under the Small Business Act.
2. Explain when a procurement should be reserved or set-aside for small business.
3. Explain the process to set-aside a procurement under the 8 (a) Program.
4. Determine whether to set-aside a procurement for HUBZone small business concerns.

## Training Annex with Task/Cond/Standard(s)

Course: ALMC-QA Phase: Version: A  
 Preparation Date: May 10, 2004  
 Course Title: Army Acquisition Basic

Training Annex: D  
 Title: Contingency Contracting (CC)

### Purpose:

Peacetime Academic Hours: 66.0  
 Mobilization Academic Hours: 66.0

Mobilization Academic Hours: 66.0		Academic Hours			
		Peacetime		Mobilization	
		<u>Hours</u>	<u>Type</u>	<u>Hours</u>	<u>Type</u>
PFN NO: 3501		3.0	ISE	3.0	ISE
Clearance: Unclassified					
Title: Types of Contingencies					
TLO: 1. Define contingency, contingency contracting and declaration of contingency.					
2. Identify sources of guidance to perform contingency contracting.					
3. Identify the four types of contingencies, and the four other types of urgent actions which are not declared contingencies.					
4. Identify the four phases of contingency contracting support.					
PFN NO: 3502		2.0	C	2.0	C
Clearance: Unclassified					
Title: Contingencies					
TLO: 1. Define waivers and deviations.					
2. Identify the five types of overarching deviations that may impact contingency contracting.					
3. Explain the impact of temporary emergency authority, Homeland Security Act (HSA) the Defense Productions Act (DPA) Defense Priorities and Allocation System (DPAS), the Defense Resources Act (DRA) Emergency Relief, and their					

- impact to contingency contracting.
- 4. Define approval levels.
- 5. Discuss existing authority to expedite contracting actions including the Clinger-Cohen Act, letter contracts, oral solicitations and commercial items.

PFN NO: 3503	2.0	C	2.0	C
Clearance: Unclassified				
Title: Cross-Cultural Awareness				
TLO: 1. Compare and contrast US values with other world views and explain how world views affect U.S. relations.				
2. Discuss awareness to culture as it affects behavior, perspective and the ability to function in a dissimilar culture.				
PFN NO: 3504	2.0	GS	2.0	GS
Clearance: Unclassified				
Title: Cross Cultural Communications and Eastern and Western Cultural				
TLO 1. Provide insight about communications barriers likely to be encountered by contingency contracting officers (CCOs).				
PFN NO: 3505	1.0	ISE	1.0	ISE
Title: Roles and Responsibilities of contingency contracting officers (CCOs)				
1. Identify the mission and capabilities of DoD contracting organizations supporting contingency operations.				
2. List the roles and missions of non-DoD agencies and non-governmental organizations (NGOs) in contingency operations.				
3. Explain the responsibilities of CCOs in a joint task force (JTF).				
4. Describe the relationship and illustrate the coordination between CCOs and other key members of the JTF staff.				
5. Identify the most significant differences between U.S. contingency contracting				

operations and multinational contingency contracting operations.

6. List the roles of CCOs, Army Corps of Engineers (COE), Army Materiel Command (AMC), Naval Facilities Engineering command, Air Force Civil Engineer Support Agency, Defense Contract Management Command (DCMC), and supported commands in utilizing civilian augmentation contracts (LOGCAP/CONCAP/AFCAP) to support a contingency operation.
7. Explain the chain of command, operational and contractual chains of authority designation, responsibilities, limitations, and oversight, of Ordering Officers (OO) in contingency contracting operations.
8. Explain the chain of command, operational and contractual chains of authority designation, responsibilities, limitations, and oversight of CORs/COTRs/QAEs in contingency contracting operations.
9. Explain the chain of command, operational and contractual chains of authority designation, responsibilities, limitations, and oversight of GCPC holders in contingency contracting operations.
10. Explain the chain of command, operational and contractual chains of authority designation, responsibilities, limitations, and oversight, of class “A” agents in contingency contracting operations.
11. Compare and contrast the contractual authority of CCOs, OOs, CORs/COTRs/QAEs, GCPC holders, and class “A” agents.

Clearance: Unclassified

Title:

Operational Roles and Responsibilities  
of the Contingency Contracting Officer

- TLO:
1. Describe the mission and capabilities of DoD contracting organizations, supporting contingency operations.
  2. Describe the roles and missions of non-DoD agencies and non-governmental organizations (NGOs) in contingency
  3. Describe the joint command structure from the National Command Authority (NCA) down to the JTF level.
  4. Discuss the role of the CINC Acquisition and Contracting Office in joint operations.
  5. Identify and establish coordination with potential customers and other key personnel and agencies in the contracting officer's area of responsibility.
  6. Discuss how U.S. contingency contracting differs from multinational contingency contracting operations.
  7. Discuss the roles of CCOs, Army Corps of Engineers (COE), Army Materiel Command (AMC), Naval Facilities Engineering command, Air Force Civil Engineer Support Agency, Defense Contract Management Command (DCMC), and supported commands in utilizing civilian augmentation contracts (LOGCAP/CONCAP/AFCAP) to support a contingency operation.
  8. Describe an effective program to train customers, Ordering Officers (OO), CORs/COTRs/QAEs, GCPC holders, and Class "A" agents for their respective roles in contingency contracting operations.
  9. Compare and contrast the operational and contractual chains of authority in contingency operations.

10. Develop an unobstructed avenue for customers to submit procurement requests to the CCO.

PFN NO: 3507	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Anti-Terrorism				
TLO: 1. Identify effective anti-terrorism practices necessary for personal security.				
2. Identify effective anti-terrorism practices necessary for travel security.				
3. Identify effective anti-terrorism practices necessary for vehicle security.				
4. Identify effective anti-terrorism practices necessary for operation, information, personnel, industrial, and physical security.				
PFN NO: 3508	1.0	C	1.0	C
Clearance: Unclassified				
Title: Conducting Anti-Terrorism Practices				
TLO: 1. Explain and discuss effective anti-terrorism practices necessary for personal security.				
2. Explain and discuss effective anti-terrorism practices necessary for travel security.				
3. Explain and discuss effective anti-terrorism practices necessary for vehicle security.				
4. Explain and discuss effective anti-terrorism practices necessary for operation, information, personnel, industrial, and physical security.				
PFN NO: 3509	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Deliberate and Crisis Action Planning				
TLO: 1. Name the major elements of the Deliberate Planning Process.				
2. List the major elements of the Crisis Action Planning Process.				



3. Identify the contents of a typical contingency contracting kit.
4. Identify the contents of a Contingency Contracting Support Plan (CCSP).
5. Describe the environmental considerations required in contingency contracting planning.
6. Describe the ancillary training and preparations required for a CCO prior to deployment.

PFN NO: 3510

1.0

C

1.0

C

Clearance: Unclassified

Title: Implementing Crisis Action Planning

- TLO:
1. Explain the major elements of the Deliberate Planning Process and discuss how the contracting function is integrated into this process.
  2. Explain the major elements of the Crisis Action Planning Process and discuss how the contracting function is integrated into this process.
  3. Describe the Joint Uniform Lessons Learned System (JULLS) and discuss how a CCO would use this system.
  4. Describe how to modify the contents of a Contingency Contracting Kit for a specific mission.
  5. Describe and discuss the contents of a Contingency Contracting Support Plan (CCSP).
  6. Describe how to modify an existing CCSP for a specific mission.
  7. Discuss the environmental considerations required in contingency contracting planning and their impact on
  8. Identify and discuss the ancillary training and preparations required for a CCO prior to deployment.
  9. Discuss how to perform market surveys and market research in deliberate and crisis action planning.

10. Identify the automated resources required to optimize contingency contracting operations.
11. Discuss the Standard Procurement System (SPS) and Commercial Off-the-Shelf (COTS) software and its applicability to the contingency mission.

PFN NO: 3511	2.0	PE	2.0	PE
Note: An additional faculty member is required during this class.	2.0	PE	2.0	PE

Clearance: Unclassified

Title: Deliberate and Crisis Action Planning

- TLO: 1. Describe to the on-scene commander the capabilities and limitations of the Contingency Contracting Office in augmenting the Combat Service Support (CSS) effort.
2. Acquire assets necessary to constitute the Contingency Contracting Office.

PFN NO: 3512	2.0	ISE	2.0	ISE
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Clearance: Unclassified

Title: Funding Contingency Operations

- TLO: 1. List the various types of funds used with contingencies.
2. State the approval level required for the amount and the type of funds being used for specific contracting actions.
3. Name the different MILCON appropriations and their proper use.
4. Describe the proper use of funds from other U.S. appropriations.

PFN NO: 3513	2.0	C	2.0	C
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Clearance: Unclassified

Title: Contingency Operations Funding

- TLO: 1. Describe and discuss the various fiscal controls on appropriated funds.
2. Discuss approval levels required for amounts and types of funds being used for contingencies.

3. Explain the circumstances in which augmentation may be authorized.
4. Describe the proper use of O&M funds for deployment and contingency operations.
5. Discuss the different types of MILCON appropriations and their appropriate application.
6. Discuss the proper use of funds received from foreign countries.

PFN NO: 3514	1.0	PE	1.0	PE
Note: An additional faculty member is required during this class.	1.0	PE	1.0	PE

Clearance: Unclassified

Title: Contingency Operations Funding Exercise

- TLO: 1. Demonstrate familiarity with the automated resources required to optimize contingency contracting operations.
2. Demonstrate the Joint Mission Essential Task (JMET) Program.
3. Explain the circumstances in which augmentation may be authorized.

PFN NO: 3515	1.0	ISE	1.0	ISE
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Clearance: Unclassified

Title: Contractual Instruments

- TLO: 1. List, and describe automated resources available in a contingency environment.
2. List and describe automated resources, documents required to support contract instruments.
3. List and describe reports of procurement actions that can be prepared using automated resources.

PFN NO: 3516	2.0	C	2.0	C
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Clearance: Unclassified

Title: Application of Contractual Instruments

- TLO: 1. List, describe, and properly apply, using automated resources, procurement

instruments available in a contingency environment.

2. List, describe and properly apply, using automated resources, documents required to support contract instruments.
3. List, describe, and prepare reports of procurement actions using automated resources.
4. Establish internal control procedures for the proper administration of the Contingency Contracting Office.

PFN NO: 3517 1.0 PE 1.0 PE

Note: An additional faculty member is required during this class. 1.0 PE 1.0 PE

Clearance: Unclassified

Title: Contractual Instruments/Automated Resources

TLO: 1. Demonstrate familiarity with the automated resources required to optimize contingency contracting operations.

PFN NO: 3518 2.0 ISE 2.0 ISE

Clearance: Unclassified

Title: Administration, Termination and Closeout of Contingency Contracts

TLO: 1. Describe the responsibilities of the personnel involved in contingency contract administration and the training each requires to adequately perform contract administration functions.  
2. List the procedures used to transfer open contracts and orders to other contracting offices and agencies.  
3. Name the typical sources of unauthorized commitments.

PFN NO: 3519 1.0 C 1.0 C

Clearance: Unclassified

Title: Administering, Terminating and Closing Out Contingency Contracts

TLO: 1. Compare and contrast the types of

contract modifications, which are used in contingency contracting and their affect on timely performance, and definitizing unpriced actions.

2. Explain the procedures used to transfer open contracts and orders to other contracting offices and agencies.
3. Demonstrate the proper procedures for ratification of an unauthorized commitment.
4. Discuss the typical reasons for contractor submission of claims and the difficulties associated with obtaining sufficient documentation for negotiation and settlement of modifications, claims and disputes.
5. Discuss the mechanisms and procedures used in monitoring contracting personnel and maintaining adequate and required documentation of contracting actions.
6. Discuss procedures for administering and closing out contingency contracts.

PFN NO: 3520	2.0	PE	2.0	PE
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Note: An additional faculty member is required during this class.	2.0	PE	2.0	PE
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Clearance: Unclassified

Title: Administration, Termination and Closeout of Contingency Contracts

- TLO: 1. Assess a disputed contract claim and develop a position to resolve the claim.
2. Demonstrate how to closeout contracts, purchase orders, and other contractual instruments (to include Ordering Officer accounts).
3. Apply judgmental, ethical, and environmental considerations in terminating and closing out contracts.

PFN NO: 3521	8.0	PE	8.0	PE
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Note: An additional faculty member is required during this class.	8.0	PE	8.0	PE
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Clearance: Unclassified

Title: Country Case Study

TLO: 1. Demonstrate proficiency in performing contingency contracting duties.

PFN NO: 3522	6.0	PE	6.0	PE
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Note: An additional faculty member is required during this class.	6.0	PE	6.0	PE
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Clearance: Unclassified

Title: In-Basket Simulation (JTF Puller Negotiation)

TLO: 1. Demonstrate proficiency in handling various contingency contracting-related issues.

## Training Annex with Task/Cond/Standard(s)

Course: ALMC-QA Phase: Version: A  
 Preparation Date: May 10, 2004  
 Course Title: Army Acquisition Basic Course

Training Annex: D  
 Title: Contract Financing (CF)

Purpose:

Peacetime Academic Hours: 105.5  
 Mobilization Academic Hours: 105.5

Academic Hours			
Peacetime		Mobilization	
<u>Hours</u>	<u>Type</u>	<u>Hours</u>	<u>Type</u>
1.5	ISE	1.5	ISE

PFN NO: 4001

Clearance: Unclassified

Title: Introduction to Cost and Price Analysis

- TLO:
1. Identify sellers' pricing goals in a market.
  2. Relate the contractor's pricing objectives to the key elements of the Government's pricing objective.
  3. Define the three basic approaches to contract pricing: price analysis, cost analysis and cost realism analysis.
  4. Identify the role of each acquisition team member in the determination of the pricing objective.
  5. Given contracting scenarios, describe the interdependence of functional team members so that you will be able to incorporate acquisition related business knowledge analysis and strategies.
  6. Distinguish among the functional team members and their roles in differing missions.
  7. Explain potential impacts of functional team members actions.
  8. Discuss the contracting professionals' added value, resulting from understanding the requirements.
  9. Given references, appropriately describe historical developments leading to today's contracting environment and how those developments influence the federal contracting professional in shaping smart business arrangement.
  10. Identify monetary and non-monetary motivators.

11. Explain the differences in influences affecting contractor versus Government professionals.
12. Explain how smart business arrangements reflect

PFN NO: 4002 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Accounting for Differences

- TLO:
1. Identify reasons for vendor-related differences (i.e. responsibility, understanding the requirement, and technology) among the offered prices.
  2. Compare the difference(s) among vendor related prices to the reasonable price objective.
  3. Identify reasons for market-related differences among the offered price(s).
  4. Compare the difference(s) among market related prices to the reasonable price objective.

PFN NO: 4003 1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Identifying and Applying Price-Related Factors

- TLO:
1. Recognize price-related factors that are to be considered in determining an evaluated price: Buy American Act, transportation and life cycle cost.
  2. Determine price award criteria for the solicitation.

PFN NO: 4004 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Bargaining Tactics

- TLO:
1. Recognize Win/Win and Win/Lose tactics.
  2. Identify ways to apply Win/Win tactics in negotiating a fair and reasonable price.
  3. Recognize tactics used by the other party.
  4. Apply counter measures to Win/Lose Tactics.
  5. Outline the win-win outcome and its benefits to both Government and contractor.

PFN NO: 4005 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Bargaining Techniques

- TLO:
1. Identify bargaining techniques that support a negotiation strategy.
  2. Determine the appropriate use of bargaining techniques in



negotiating a fair and reasonable price.

PFN NO: 4006 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Collecting Information to Support Cost Analysis

- TLO:
1. Recognize relevant data from market research for a specific requirement.
  2. Using proposed information from offerors, develop requests for technical, audit and field pricing support that addresses specific concerns.
  3. Using the technical, audit and field pricing reports determine if the findings from those reports can be used to support cost analysis.

PFN NO: 4007 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Facilities Capital Cost of Money

- TLO:
1. Recognize elements affecting facilities capital cost of money.
  2. Identify the steps to calculate the Facilities Capital Cost of Money (DD Form 1861).

PFN NO: 4008 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Identifying Possible Combinations for Award

- TLO:
1. Identify possible award combinations most advantageous in a particular acquisition (e.g., split award and partial set-asides).

PFN NO: 4009 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Comparing Prices

- TLO:
1. Select prices for comparison (i.e., commercial, historical, or independent government estimate).
  2. Explain pricing arrangements and conditions under which each are used.
  3. Define the quantitative techniques to use for comparing prices: Price Index Numbers and Cost-Volume-Profit (CVP).
  4. Compare adjusted prices to develop a reasonable price objective.

PFN NO: 4010	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Conducting Discussions				
TLO:	1. Recognize the steps for a competitive discussion. 2. Identify the use of the Price Negotiation Memorandum (PNM) in documenting a fair and reasonable price.			
PFN NO: 4011	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Cost Allowability				
TLO:	1. Identify the five factors to consider in determining cost allowability.			
PFN NO: 4012	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Cost Analysis				
TLO:	1. Define contract cost as used in contract pricing. 2. Identify considerations necessary for cost analysis. 3. Define cost estimating systems and cost accounting systems. 4. Describe cost estimating systems.			
PFN NO: 4013	1.0	C	1.0	C
Clearance: Unclassified				
Title: Procedures for Maximizing Price Competition				
TLO:	1. Given acquisition histories, market research data and the requirement, determine actions that increase price competition. 2. Identify and implement potential changes to the 3. Identify and apply contract terms and conditions that would promote more effective price competition. 4. Define Federal Business Opportunities (FedBizOpps). 5. Describe the types of business factors, and their financial implications, that should be considered in determining the most appropriate business arrangements. 6. Describe some business arrangements that motivate suppliers.			
PFN NO: 4014	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Cost-Volume Profit				
TLO:	1. Identify the type of costs involved in cost-volume profit			

analysis.

2. Identify the steps to calculate cost-volume-profit analysis.

PFN NO: 4015 2.0 ISE 2.0 ISE

Clearance: Unclassified

Title: Analyzing Direct Labor Costs

- TLO:
1. Identify proposed direct labor mix.
  2. Relate proposed labor hours to work requirements to determine reasonableness of direct labor costs.
  3. Examine proposed labor rates to determine a fair and reasonable pre negotiation position.

PFN NO: 4016 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Cost Estimating Relationships

- TLO:
1. Define the quantitative technique, cost estimating relationships (CER) to use for developing a pre negotiation position.
  2. Apply a cost estimating relationship (CER) to develop a pre negotiation position.

PFN NO: 4017 1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Analyzing Direct Material Costs

- TLO:
1. Examine types of material costs.
  2. Define summary level cost estimates.
  3. Define detailed quantity estimates.
  4. Recognize prime and higher-tier subcontractor responsibilities in developing of a fair and reasonable position for material cost.

PFN NO: 4018 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Documenting Pricing Actions

- TLO:
1. Identify documentation requirements for sealed bidding.
  2. Identify documentation requirements for negotiated procurement.

PFN NO: 4019 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Exchanges Prior to Negotiations

- TLO:
1. Identify information available from the contractor needed

- to complete proposal analysis.
- 2. Identify the three methods of exchanging information.
- 3. Describe the process of selecting and preparing Government participants for exchanging information.
- 4. Describe the different stages of exchanges.
- 5. Describe how the results of exchanges should be used.

PFN NO: 4020 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Improvement Curves

TLO: 1. Define the quantitative techniques, Improvement Curves, to use for developing a pre-negotiation position.

PFN NO: 4021 2.0 ISE 2.0 ISE

Clearance: Unclassified

Title: Indirect Costs

TLO: 1. Identify the elements of an indirect cost rate.  
 2. Define an indirect cost pool.  
 3. Relate the allocation base(s) to the indirect cost pool.  
 4. Define the cost allocation cycle.  
 5. Examine proposed indirect costs to assure compliance with FAR 31.2.  
 6. Define a forward pricing rate.  
 7. Apply the forward pricing rate to the allocation base to produce the indirect costs for the pre negotiation objective.

PFN NO: 4022 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Introduction to Negotiations

TLO: 1. Describe negotiations as defined in FAR.  
 2. Identify the factors necessary for a successful negotiation.  
 3. Recognize the three possible negotiation outcomes and perceived negotiation styles.  
 4. Describe negotiator attitudes that lead to successful negotiations.

PFN NO: 4023 1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Market Research for Price Analysis

TLO: 1. Determine whether the independent government estimate (IGE) is reasonable.  
 2. Identify internal and external sources of market data used

- to estimate probable price.
- 3. Develop the proper price level.
- 4. Given acquisition scenarios, describe the requirements of market research in identifying the best business arrangement to meet mission requirement.
- 5. Identify market research, benefits and uses.

PFN NO: 4024 1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Maximizing Price Competition

- TLO: 1. Identify potential changes to the solicitation.
2. Identify contract terms and conditions that would promote more effective price competition.

PFN NO: 4025 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Negotiation Preparation

- TLO: 1. Relate the roles and responsibilities of the negotiation team in the negotiation process.
2. Describe the negotiation issues and objectives particular to a given situation.
3. Identify the contractor's negotiation history and probable approach.
4. Describe potential bargaining strengths and weaknesses of both parties.
5. Identify negotiation priorities and potential tradeoffs or concessions for each negotiation.

PFN NO: 4026 1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Noncompetitive Negotiations

- TLO: 1. Recognize the steps of a negotiation.
2. Recognize the differences between pre and post award noncompetitive negotiations.
3. Identify the use of the price negotiation memorandum (PNM) in documenting a fair and reasonable price.

PFN NO: 4027 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Nonverbal Communication

- TLO: 1. Recognize different forms of nonverbal communications that may be present during a negotiation.

2. Describe different forms of body language and the effects they can have on negotiations.
3. Describe different elements of the physical environment and the effects they can have on negotiations.
4. Recognize the importance of personal attributes in negotiations.

PFN NO: 4028 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Obtaining Offeror Information for Cost Analysis

- TLO:
1. Recognize the need for cost and pricing data.
  2. Define the types of data: cost or pricing data and information other than cost or pricing data.
  3. Describe how to obtain cost or pricing data.
  4. Recognize when an exception to cost or pricing data applies in determining price reasonableness.
  5. Identify the elements necessary for the proper execution of the Certificate of Current Cost or Pricing Data.
  6. Recognize the need for information other than cost or pricing data.

PFN NO: 4029 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Other Direct Costs

- TLO:
1. Identify types of other direct costs (e.g., special tooling and test equipment, computer services, and travel).
  2. Recognize concerns that affect the other direct costs proposed.
  3. Determine if the other direct costs are properly proposed.

PFN NO: 4030 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Preparing for Negotiation

- TLO:
1. Identify any differences between the results of cost analysis and price analysis.
  2. Recognize how cost drivers, cost risk, and available trade-offs with contract requirements affect the pre negotiation objective.
  3. Identify key pricing elements in pre negotiation objectives.
  4. Describe the documentation required to support the Government's pre negotiation position.

PFN NO: 4031	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Price Related Decisions in Negotiations				
TLO: 1. Identify the need for additional cost information.				
2. Determine whether to award without discussion.				
3. Recognize price-related information that influences the competitive range.				
4. Determine the need for fact-finding.				
5. Establish pre-negotiation positions on price.				
6. Compare potential trade-offs between price and other terms and conditions of the requirement.				
7. Identify the conditions that may require a rejection and cancellation or rejection and re-solicitation.				
PFN NO: 4032	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Using Price Index Numbers				
TLO: 1. Define the quantitative technique for a price index.				
PFN NO: 4033	1.5	ISE	1.5	ISE
Clearance: Unclassified				
Title: Profit/Fee				
TLO: 1. Identify the factors affecting profit/fee analysis.				
PFN NO: 4034	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Regression Analysis				
TLO: 1. Define the quantitative techniques, Regression Analysis, to use for developing a pre negotiation position.				
PFN NO: 4035	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: Price Related Decisions in Sealed Bidding				
TLO: 1. Identify suspected mistakes in bids.				
2. Identify bids that are unreasonably low or materially unbalanced.				
3. Identify price-related reasons for canceling an Invitation for bid (IFB).				
PFN NO: 4036	1.0	C	1.0	C
Clearance: Unclassified				

Title: Obtaining Price Related Information from Offerors

TLO: 1. Given the requirement and proposal(s) received, determine the need for additional price-related information so that only the minimum amount of information is requested.

2. Define the types of data: cost and pricing data and information other than cost or pricing data.

3. Identify the need for cost and pricing data

4. Recognize when an exception to cost or pricing data applies in determining price reasonableness.

5. Determine the need for information other than cost or pricing data.

6. Describe how to obtain cost or pricing data.

7. Identify the necessary elements for proper execution of the Certificate of Current Cost and Pricing.

PFN NO: 4037 1.0 C 1.0 C

Clearance: Unclassified

Title: Comparing Prices in Price Analysis

TLO: 1. Given the evaluated prices, use the appropriate type(s) of information and quantitative techniques to develop a reasonable price objective.

2. Apply the five methods of comparing prices (i.e., previous prices, Independent Government Estimate (IGE), parametric, commercial, other proposed prices).

3. After identifying and determining the effect of factors on price, apply the factors to adjust the prices for comparison.

4. Apply the quantitative methods for comparing prices: price index numbers and cost volume profit (CVP).

5. Compare adjusted prices to develop a reasonable price objective.

PFN NO: 4038 1.0 C 1.0 C

Clearance: Unclassified

Title: Using Price Index Numbers for Price Adjustment

TLO: 1. Given the contractor's proposal, use appropriate types of information and quantitative techniques to develop a pre negotiation position.

2. Apply the quantitative techniques to develop a reasonable price objective.

PFN NO: 4039 2.0 PE3 2.0 PE3

Clearance: Unclassified



Title: Calculating Cost Volume Profit

TLO: 1. Apply cost volume profit techniques learned in class to calculate cost-volume profit.

Note: An additional faculty member is present in the classroom. 2.0 PE3 2.0 PE3

PFN NO: 4040

1.0 C 1.0 C

Clearance: Unclassified

Title: Price-Related Decisions In Sealed Bidding

TLO: 1. Given bids, determine the decision that can be made so that a fair and reasonable price can be determined.  
2. Apply corrective measures when suspected mistakes in bids are found.  
3. Determine whether to reject a bid that is unreasonably low or materially unbalanced.  
4. Recognize price-related reasons for canceling an IFB and apply corrective action.

PFN NO: 4041

1.0 C 1.0 C

Clearance: Unclassified

Title: Pre-Award Price Decisions in Negotiations

TLO: 1. Given the evaluated prices, apply the price-related decisions to make an award decision.  
2. Obtain additional cost information if appropriate.  
3. Determine the competitive range.  
4. Determine the need for fact-finding.  
5. Establish pre-negotiation positions on price.  
6. Compare potential trade-offs between price and other terms and conditions of the requirement.

PFN NO: 4042

1.0 C 1.0 C

Clearance: Unclassified

Title: Conducting a Cost Analysis

TLO: 1. Given the contractor's market conditions, relate definitions and terms applicable to costs so that a cost analysis may be performed.  
2. Compare cost estimating systems to cost accounting systems.  
3. Describe cost estimating methods.

PFN NO: 4043

1.0 C 1.0 C

Clearance: Unclassified

Title: Considerations Affecting Cost Allowability

- TLO: 1. Given proposed costs, classify those costs as allowable, unallowable or allowable with restrictions, in accordance with the factors affecting cost allowability.
2. Determine the allowability/unallowability of costs using specific cost principles in FAR 31.205.

PFN NO: 4044 1.0 PE3 1.0 PE3  
 Note: An additional faculty member is required for this class. 1.0 PE3 1.0 PE3

Clearance: Unclassified

Title: Analyzing Direct Material Cost

- TLO: 1. Given market research and proposed information for the offeror(s), develop a pre negotiation position on direct material costs that is fair and reasonable.
2. Examine summary level cost estimates to determine fair and reasonableness.
3. Examine detailed quantity estimates to determine fair and reasonableness.
4. Determine reasonableness of unit price estimates.

PFN NO: 4045 1.0 PE3 1.0 PE3  
 Note: An additional faculty member is required for this class. 1.0 PE3 1.0 PE3

Clearance: Unclassified

Title: Analyzing Direct Labor Cost

- TLO: 1. Given market research and proposed information for the offeror(s), develop a pre negotiation position on direct labor that is fair and reasonable.
2. Relate proposed labor hours to work requirements to determine reasonableness of direct labor costs
3. Examine proposed labor rates to determine a fair and reasonable pre negotiation position.

PFN NO: 4046 2.0 PE3 2.0 PE3  
 Note: An additional faculty member is required for this class. 1.0 PE3 1.0 PE3

Clearance: Unclassified

Title: Performing Regression Analysis

- TLO: 1. Given the contractor's proposal, use appropriate types of information and quantitative techniques to develop a pre negotiation position.
2. Define and apply the quantitative technique, regression

analysis, to formulate a pre negotiation position.

PFN NO: 4047	1.0	PE3	1.0	PE3
Note: An additional faculty member is required for this class.	1.0	PE3	1.0	PE3

Clearance: Unclassified

Title: Using Improvement Curves in Contract Pricing

TLO: 1. Given the contractor's proposal, use appropriate types of information and quantitative techniques to develop a pre negotiation position.

2. Apply improvement curves to develop a pre negotiation position.

PFN NO: 4048	1.0	PE3	1.0	PE3
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Clearance: Unclassified

Title: Calculating Facilities Capital Cost of Money

TLO: 1. Given market research and proposed information from the offerors, develop a pre negotiation position for facilities capital cost of money that is fair and reasonable.

2. Calculate facilities capital cost of money.

Note: An additional faculty member is present in the classroom	1.0	PE3	1.0	PE3
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PFN NO: 4049	2.0	PE3	2.0	PE3
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Note: An additional faculty member is required for this class.	2.0	PE3	2.0	PE3
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Clearance: Unclassified

Title: Calculating Profit/Fee

TLO: 1. Given market research and proposed information from the offeror(s), develop a pre negotiation for profit that is fair and reasonable.

2. Calculate profit/fee using the appropriate structured approach.

3. Determine the economic role contractors play in Government acquisitions.

PFN NO: 4050	1.0	C	1.0	C
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Clearance: Unclassified

Title: Overview of Negotiation

TLO: 1. Identify any differences between the results of cost analysis and price analysis.

2. Recognize how cost drivers, cost risk, and available tradeoffs with contract requirements affect the pre

negotiation objective.

3. Identify key pricing elements in pre negotiation positions.
4. Formulate the documentation required to support the Government's pre negotiation position.

PFN NO: 4051 1.0 C 1.0 C

Clearance: Unclassified

Title: Introduction to Negotiation Workshop

- TLO:
1. Given the environment of a buyer and seller, describe general negotiation concepts necessary to negotiate a fair and reasonable price.
  2. Recognize the three possible negotiation outcomes and apply negotiation styles.
  3. Demonstrate negotiator attitudes that lead to successful negotiations.

PFN NO: 4052 1.0 C 1.0 C

Clearance: Unclassified

Title: Exchanges Prior to Negotiations

- TLO:
1. Using a proposal, input from technical and audit experts, a cost/price analysis, and a competitive range determination, conduct exchanges to establish a pre negotiation position.
  2. Define the types of information needed from the offeror to complete analysis of the proposal.
  3. Define, identify and understand the three methods of exchanges.
  4. Select and prepare Government participants for exchanging information.
  5. Present, in class, the proper use of exchanges.

PFN NO: 4053 1.0 C 1.0 C

Clearance: Unclassified

Title: Negotiation Preparation

- TLO:
1. Using a proposal, input from technical and audit experts, a cost/price analysis and a competitive range determination, prepare for negotiations.
  2. Explain the responsibilities of the chief negotiator to the negotiation team.
  3. Understand the negotiation issues and objectives particular to a given situation.
  4. Identify the contractor's negotiation history and probable negotiation approach and prepare a counter.

5. Describe and demonstrate potential bargaining strengths and weaknesses of both parties.
6. Identify and establish negotiation priorities and potential tradeoffs and concessions for each party.
7. Determine the overall approach for attaining the pre negotiation objectives for each negotiation.
8. Prepare a negotiation plan acceptable to management.
9. Prepare an agenda for each negotiation.

PFN NO: 4054 1.0 C 1.0 C

Clearance: Unclassified

Title: Noncompetitive Negotiations

- TLO: 1. In a noncompetitive situation, apply tactics to accomplish the Government's negotiation strategy so that the agreement achieves the best value for the government.
2. Identify the steps of a negotiation.
3. Recognize the differences between pre- and post-award noncompetitive negotiations.
4. Prepare the price negotiation memorandum (PNM) in documenting a fair and reasonable price.

PFN NO: 4055 1.0 PE3 1.0 PE3

Note: An additional faculty member is required for this class. 1.0 PE3 1.0 PE3

Clearance: Unclassified

Title: Nonverbal Communication in Negotiations

- TLO: 1. Given a negotiation situation, use appropriate nonverbal communication and interpret nonverbal clues used by others.
2. Demonstrate different forms of nonverbal communication that effect negotiations.
3. Demonstrate different forms of body language and the effects they can have on negotiations.
4. Describe different elements of the physical environment and the effects they can have on negotiations and demonstrate examples.
5. Recognize the importance of personal attributes in negotiations.

PFN NO: 4056 1.0 PE3 1.0 PE3

Note: An additional faculty member is required for this class. 1.0 PE3 1.0 PE3

Clearance: Unclassified

Title: Practicing Bargaining Techniques

- TLO: 1. Given a negotiation situation, use appropriate nonverbal communication and interpret nonverbal clues used by others.
2. Identify and demonstrate bargaining techniques that support a negotiation strategy.
3. Choose particular bargaining techniques that will culminate in negotiating a fair and reasonable price.

PFN NO: 4057	1.0	PE3	1.0	PE3
Note: An additional faculty member is required for this class.	1.0	PE3	1.0	PE3

Clearance: Unclassified

Title: Utilizing Bargaining Tactics

- TLO: 1. Given a negotiation situation, apply appropriate bargaining tactics to negotiate a fair and reasonable price.
2. Identify Win/Win and Win/Lose tactics and their appropriate application to the situation.
3. Apply Win/Win tactics in negotiating a fair and reasonable price.
4. Identify Win/Lose tactics used by the other party and apply appropriate counter measures.

PFN NO: 4058	1.0	C	1.0	C
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Clearance: Unclassified

Title: Conducting Discussions

- TLO: 1. Apply the results of the discussion so that the Source Selection Authority (SSA) can determine the best value for the government.
2. Recognize and apply the steps for a competitive discussion.
3. Conduct a comparative assessment of final proposals.
4. Develop a presentation that communicates the findings.
5. Use the Price Negotiation Memorandum (PNM) in documenting a fair and reasonable price.

PFN NO: 4059	5.5	PE3	5.5	PE3
Note: Two additional faculty members are required for this class.	11.0	PE3	11.0	PE3

Clearance: Unclassified

Title: Negotiation Workshop

- TLO: 1. Review contractor's proposal and make technical and

- pricing adjustments.
- 2. Perform regression analysis to compute appropriate labor rate.
- 3. Perform scrap rate adjustments.
- 4. Prepare government's objective position.
- 5. Calculate Facilities Capital Cost of Money.
- 6. Calculate Profit/Fee Rate.

PFN NO: 4060 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Defining and Evaluating Work Design for Contract Performance

- TLO: 1. Identify the offeror's planning assumptions.
2. Determine a should-cost position based upon the offeror's proposed work design.
3. Recognize the level of risk in the offeror's cost estimate that supports the cost analysis.

PFN NO: 4061 10.0 PE3 10.0 PE3

Clearance: Unclassified

Title: Contract Pricing

- TLO: 1. Identify contractor and government information pertinent for contract negotiations.
2. Review proposal information. Use information from previous units of instruction to conduct proposal evaluation and formulate either the government's or contractor's price negotiation position.
3. Prepare a negotiation plan.
4. Formulate an agenda for negotiations.
5. Utilize bargaining techniques and tactics to negotiate a win/win settlement.
6. Negotiate price and non-price issues.
7. Prepare documentation requirements.

PFN NO: 4062 1.0 GS 1.0 GS

Clearance: Unclassified

Title: Understanding Indirect Rates

- TLO: 1. Identify the elements of the indirect cost rate.
2. Relate the allocation base to the indirect cost pool.
3. Calculate an indirect rate.

## Training Annex with Task/Cond/Standard(s)

Course: ALMC-QA Phase: Version: A  
 Preparation Date: May 10, 2004  
 Course Title: Army Acquisition Basic Course

Training Annex: E  
 Title: Acquisition Logistics (LO)

Purpose:

Peacetime Academic Hours: 51.5  
 Mobilization Academic Hours: 51.5

Academic Hours			
Peacetime		Mobilization	
<u>Hours</u>	<u>Type</u>	<u>Hours</u>	<u>Type</u>
2.0	ISE	2.0	ISE

PFN NO: 5001

Clearance: Unclassified

Title: Introduction to Acquisition Logistics

- TLO: 1. Define acquisition logistics and describe the objectives of the integrated logistics support program.
2. Recognize the current shift in philosophy from organic to contractor support.
3. Describe the ten ILS elements.
4. Recognize the interrelationships and interdependencies of logistics support elements.
5. Describe the Army maintenance levels.
6. Define supportability.
7. Discuss supportability's impact upon system readiness.
8. Discuss the uses of supportability analyses.
9. Describe the acquisition logistics emphasis during each life cycle phase.
10. Describe the use and scope of the Supportability Strategy and scope of supportability testing.
11. Discuss means of reducing logistics support risk in system acquisition.
12. Define:
- a. System readiness objectives (SRO).
  - b. Maintenance concept.
  - c. Level of repair analysis (LORA).
  - d. Battlefield damage assessment and repair (BDAR).
  - e. Interservice maintenance.
  - f. Materiel fielding.



- g. Cooperative logistics.
- h. Manpower and Personnel Integration (MANPRINT).
- i. Nuclear hardness.
- j. Provisioning.
- k. Maintenance expenditure limit (MEL).
- l. Depot Maintenance Support Plan (DMSP).
- m. Human factors engineering (HFE).
- n. Logistics Management Information (LMI).
- o. Qualitative and Quantitative Personnel Requirements Information (QQPRI).

PFN NO: 5002 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Reducing Life Cycle Costs

- TLO: 1. Recognize Cost as an Independent Variable (CAIV) as a concept for measuring life cycle cost.
2. Recognize factors and indications in reducing cost risk.

PFN NO: 5003 1.0 C 1.0 C

Clearance: Unclassified

Title: Life Cycle Cost Management

- TLO: 1. Define life cycle cost and the purpose of LCC management.
2. Recognize the concept and impact of using life cycle costs in the acquisition decision-making process and the significance of "best value" in those decisions.
3. Recognize the purpose and use of Cost as an Independent Variable (CAIV).
4. Recognize the tradeoff between LCC and the achievement of readiness objectives.
5. Recognize the use of DoD life cycle cost metrics and tools, including cost estimating models.
6. Recognize the role of the acquisition logistician as an advocate for life cycle cost.
7. Define sustainment logistics.
8. Recognize the need to place emphasis on sustainment logistics as it relates to life cycle costs.
9. Recognize the need for close interface with the sustainment community.
10. Recognize today's need to emphasize logistics re-engineering, outsourcing and privatization in identifying logistics support strategy and the magnitude of DoD

sustainment information.

11. Recognize the significance of diminishing manufacturing sources on the defense industrial base.
12. Recognize the requirement for post production support as it relates to acquisition logistics.

PFN NO: 5004 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Army Maintenance Planning

- TLO:
1. Define maintenance concept and maintenance planning. Explain how these terms relate to acquisition logistics.
  2. Describe the steps in the maintenance planning process.
  3. Discuss the relationship among maintenance planning, maintenance concept and inherent maintenance design characteristics.
  4. Contrast contractor versus in-house maintenance decisions.

PFN NO: 5005 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Army Provisioning

- TLO:
1. Recite the objective of the provisioning process and types of provisioning.
  2. Discuss the responsibilities of the functional organizations participating in the provisioning process and the significant provisioning events in the materiel acquisition process.
  3. Describe the relationship between provisioning and integrated logistics support (ILS) [now called acquisition logistics].

PFN NO: 5006 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Materiel Fielding Process

- TLO:
1. Define materiel fielding and describe the purpose and objectives of the materiel fielding and release processes.
  2. Distinguish between the terms first unit equipped date (FUED) and initial operational capability (IOC) and explain their significance to the fielding process.
  3. Describe materiel release and type classification.
  4. Describe the documents used to plan and coordinate the materiel fielding process.
  5. Explain the responsibilities of the gaining and fielding commands during the materiel fielding process.

6. Describe Total Package Fielding.

PFN NO: 5007 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Manpower and Manpower Requirements

- TLO: 1. Demonstrate performance data required for Manpower Survey Report.
2. Calculate manpower requirements for work centers.
3. Construct a revised work center on the Table of Distribution and Allowances (TDA).

PFN NO: 5008 4.0 C 4.0 C

Clearance: Unclassified

Title: Integrated Logistics Support

- TLO: 1. Recognize the critical importance of maintenance planning as the foundation for proper acquisition logistics support.
2. Identify key factors that define the budget and funding process for acquisition logistics.
3. Identify the acquisition logistician's role in reviewing and providing input to various acquisition documents.
4. Distinguish the difference between the role of the acquisition logistician (AL) in the integrated product and process development (IPPD) process as practiced by private industry and government.
5. Recognize the logistics related portions of the Initial Capabilities Document and Capabilities Development Document.
6. Identify the role of the logistician utilizing the IPPD methodology to support the systems engineering process.
7. Define the role of the acquisition logistician in the supportability analyses processes and recognize the importance of factors such as support equipment and maintenance planning.
8. Identify different types of supportability analyses tied to acquisition phases and types of acquisitions.
9. Recognize the potential benefit of using trade off analysis to influence system requirements/design.
10. Recognize the implications in supportability analyses when acquiring commercial/non developmental items.
11. Identify the impact of the systems engineering process as a force for integration of supportability analyses.
12. Compare supportability objectives to phases of the Systems

Engineering process addressing design requirements  
(Reliability and Maintainability (R&M) and qualitative),  
Support Parameters, and Trade-Off Strategies.

13. Identify the importance of test and evaluation in validating supportability.

PFN NO: 5009

4.0 C

4.0 C

Clearance: Unclassified

Title: Maintenance Planning

- TLO:
1. Define the purpose and timing of the maintenance concept.
  2. Define the purpose of maintenance planning and identify the acquisition phases when maintenance planning is considered.
  3. Define the various levels of maintenance within the DoD service components.
  4. Identify the importance of maintenance planning for contractor support within the various levels of DoD component maintenance.
  5. Recognize depot maintenance interservicing and explain the use of joint depot maintenance as a viable option for logistics support.
  6. Recognize and distinguish between the purposes of and uses for depot maintenance interservicing studies and decision tree analysis type efforts.
  7. Recognize the purpose of a Depot Maintenance Interservicing Support Agreement (DMISA).
  8. Identify the acquisition logistician's responsibilities in the establishment of a joint depot maintenance capability.
  9. Define contractor support.
  10. Recognize the critical importance of contractor support in the acquisition logistics arena with the emphasis on a preference for contractor support within the DoD.
  11. Identify the various forms of contractor support and explain the purpose of each.
  12. Identify the decision criteria regarding the various applications (or degree) of contractor support.
  13. Identify the responsibilities of the acquisition logistician in the selection and implementation of the various forms of contractor support.
  14. Define computer resources support and its significance as a major cost driver.
  15. Recognize the current standards and policy for computer

resources support.

16. Summarize the activities involved in the software life cycle.
17. Describe the types and the technical/managerial issues involved in software support.
18. Identify ways in which acquisition and logistics personnel can cooperate in considering support issues during acquisition.
19. Identify some practices that, when implemented, facilitate both software acquisition and support.

PFN NO: 5010

1.5 ISE 1.5 ISE

Clearance: Unclassified

Title: Supportability Analyses

- TLO:
1. Define the purpose of supportability analyses as part of the SE process.
  2. Recognize the potential benefit of using trade off analysis to influence system requirements/design.
  3. Identify the impact of the systems engineering process as a force for integration of supportability analyses.

PFN NO: 5011

2.0 C 2.0 C

Clearance: Unclassified

Title: Provisioning

- TLO:
1. Define supply support and recognize its significance as a major cost driver.
  2. Recognize the purpose of provisioning and how provisioning decisions are made to cost-effectively achieve readiness objectives.
  3. Identify the impact/potential impact on supply support and the provisioning process given contractor provisioning and contractor material management.
  4. Distinguish between the various types of provisioning.
  5. Differentiate between when provisioning planning should begin and when formal provisioning starts.
  6. Identify the methods of provisioning and the conditions that typify their use.
  7. Describe the rationale and benefits for organic and/or contractor supply support strategies.
  8. Define the DoD Source, Maintenance, Recoverability coding process.
  9. Define support equipment.

- 10 Differentiate between the basic types of support equipment.
11. Recognize that support equipment can be a major cost factor in the acquisition logistics process.
12. Summarize the basic principles of support equipment acquisition.
13. Recognize DoD policy on Automated Test Systems (ATS), the importance of ATS, and the role played by ATS in the support equipment arena.
14. Identify the role of the acquisition logistician in the support equipment acquisition process.
15. Identify the role of the acquisition logistician in the ATS acquisition process.
16. Identify the critical importance of ATS given the rapidity with which technology is changing the role of the logistician.

PFN NO: 5012

3.0 C

3.0 C

Clearance: Unclassified

Title: MANPRINT Process

- TLO:
1. Define the purpose of manpower and personnel requirements given acquisition logistics.
  2. Describe DoD policy relating to the identification of manpower and personnel requirements.
  3. Identify analytical models or tests that can be used to reveal and quantify manpower and personnel requirements.
  4. Identify and describe major factors that can affect manpower requirements that are both directly and non-directly related to the acquisition logistics process.
  5. Recognize that manpower, personnel and training can be major factors in life cycle cost.
  6. Define the purpose of training and training support requirements in support of acquisition logistics.
  7. Recognize the role of the logistician in the identification of training during the acquisition life cycle.
  8. Recognize the various methods of training and the timing of training during the acquisition cycle.
  9. Identify the role of the Acquisition Logistician using the IPT process to influence acquisition strategy.

PFN NO: 5013

1.0 C

1.0 C

Clearance: Unclassified

Title: Logistics Technical Data

- TLO: 1. Define technical data and recognize its significance as a major cost driver.
2. Describe the implications of contractor logistics support on requirements for technical data.
3. Compare and contrast engineering data packages.
4. Summarize the various types of data rights.
5. Recognize the purpose of technical order/manuals and how the DoD processes contribute to their development.
6. Recognize that data requested from the contractor will depend on and/or be influenced by the system's infrastructure and how the system is provisioned.
7. Identify the responsibilities of the logistician in the development and acquisition of technical manuals/orders including integrated electronic technical manuals, CD-ROM, and other technologies.

PFN NO: 5014

3.0 C

3.0 C

Clearance: Unclassified

Title: Fielding The System

- TLO: 1. Define facilities and state its significance as a major cost driver.
2. Summarize the process used to analyze and define facility requirements.
3. Define a site survey and the attendant output products.
4. Recognize the fundamentals of the military construction program.
5. Identify other authorized funding sources for facility design and construction.
6. Identify life cycle costs concerns associated with facility requirements.
7. Define packaging, handling, storage and transportation of systems and equipment.
8. Recognize that packaging, handling, storage and transportation of systems and equipment is a major cost driver.
9. Identify up-front system engineering design factors during the concept and exploration phase that will affect the PHS&T of systems and equipment.
10. Distinguish between the three levels of DoD packaging, identify the objective behind performance oriented packaging, and recall the usability of commercial packaging standards.

11. Identify service responsibility for the various modes of transportation used in the air, on land, and at sea.
12. Identify commercial/nondevelopmental item impacts on PHS&T.
13. Recognize the impact of contracting for contractor logistics support (CLS) and interim contractor support (ICS).
14. Recognize the importance of the IPPD/IPT process in defining the logistician's role during the contracting process.
15. Identify how the concept of contractor flexibility can be used to propose alternate solutions for acquisition logistics support.
16. Recall the purpose of source selection criteria and standards.
17. Define the logistician's role in the development of operational support performance objectives in the statement of work and statement of objective (SOW/SOO).
18. Identify how contracts are interrelated and how this affects logistician's decisions.

PFN NO: 5015

1.0 C

1.0 C

Clearance: Unclassified

Title: Acquisition Logistics Strategies

- TLO:
1. Define the purpose of logistically-related acquisition strategies within the DoD.
  2. Recognize logistics-related acquisition strategies and what factors can influence these strategies.
  3. Recognize the impact of acquisition reform on the acquisition process and various strategies that impact acquisition.
  4. Recognize how acquisition and support strategies are related.
  5. Distinguish between various acquisition strategies in the support strategies of interim contractor support and contractor logistics support.
  6. Recognize the importance of foreign sourcing as an acquisition strategy.
  7. Recognize the role of the acquisition logistician in the market investigation efforts in determining applicability of commercial/nondevelopmental items in an acquisition.
  8. Identify the role of the Acquisition Logistician using the



IPT process to influence acquisition strategy.

PFN NO: 5016 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Manpower and Personnel Integration

- TLO: 1. Define MANPRINT and its seven domains.  
2. Discuss the objectives of MANPRINT and its role in achieving total system performance.  
3. Discuss MANPRINT's timely participation in the acquisition of a developmental system.  
4. List selected organizations involved in MANPRINT and describe their functions.

PFN NO: 5017 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Contractor Support of Systems and Equipment

- TLO: 1. Define "interim contractor support (ICS)".  
2. Define "contractor logistics support (CLS)".

PFN NO: 5018 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Facilities Acquisition

- TLO: 1. Define "facilities".  
2. Identify constraints for alternate funding methods for facilities acquisition.  
3. Identify exceptions where program office funds can be used for facility construction.  
4. Recognize the significance of MILCON funds being "5 year dollars."

PFN NO: 5019 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Packaging, Handling, Storage and Transportation

- TLO: 1. Define the term "Packaging, Handling, Storage and Transportation (PHS&T)."  
2. Define and recognize the differences between "transportability" and "transportation."  
3. Recognize the packaging "levels of protection."  
4. Identify the purposes of the container design retrieval system (CDRS).

PFN NO: 5020 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Support Equipment

- TLO: 1. Recognize that support equipment can be a major cost factor in the acquisition logistics process.
2. Identify the role of the acquisition logistician in the support equipment acquisition process.

PFN NO: 5021

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Systems Engineering and Logistics

- TLO: 1. Identify the systems engineering process as it relates to acquisition logistics.
2. Define the role of the acquisition logistics discipline of the systems engineering process.
3. Define open systems architecture and its impact on system design.
4. Identify prior to what acquisition phase(s) a supportability analysis must be conducted.
5. Identify the three supportability issues which should always be considered as part of total system design.

PFN NO: 5022

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Integrated Product Team Setup

- TLO: 1. Identify the systems engineering process as it relates to acquisition logistics.
2. Recognize the responsibilities of the functional area expert, and in particular the acquisition logistician, within the IPPD/IPT environment.
3. Identify the means by which IPPD is implemented.
4. Recognize the need for the logistician's focus on the total life cycle.
5. Define core maintenance capability considerations within the acquisition process.

PFN NO: 5023

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Reliability and Maintainability (R&M)

- TLO: 1. Define:
- a. Operational Mode Summary/Mission Profile
  - b. Key Performance Parameters
  - c. Reliability

- d. Qualitative reliability design factors
- e. Mean time between failure
- f. Failure rate
- g. Maintainability
- h. Qualitative maintainability design factors
- i. Mean time to repair
- j. Availability
- k. Operational availability
- l. Supportability
- m. Major supportability issues
- n. Reliability growth
- o. Test-analyze-fix-test
- p. Modeling and simulation as it pertains to reliability
- q. Failure definitions and scoring criteria

PFN NO: 5024 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Reliability Centered Maintenance

- TLO: 1. Know the definition and objectives of reliability centered maintenance.
2. Know the definition and use of failure mode, effects, and criticality analysis; criticality matrix; categories of failure; potential failure; functional failure; and the RCM logic model.
3. Be able to explain the relationship between RCM and acquisition logistics and logistics analyses.
4. Given a set of data, be able to perform an RCM analysis on a simple failure mode.

PFN NO: 5025 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Acquisition and Management of Automatic Test Equipment (ATE).

- TLO: 1. Define Automated Test Equipment (ATE) and Automated Test Systems (ATS).
2. Identify the importance of ATS, and the role played by ATS in the support equipment arena.
3. Recognize DoD policy relating to ATS.

PFN NO: 5026 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Acquisition and Management Of Technical Data

- TLO: 1. Define “technical data”  
 2. Identify the role of the TM Manager in planning and procuring technical data.  
 3. Identify the role of the Contracting Officer in the procurement of technical data.

PFN NO: 5027

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Computer Resources Support - Designing Supportable Software

- TLO: 1. Define “software maintenance.”  
 2. Identify software lifecycle costs.  
 3. Identify common commercial software support issues.  
 4. Recognize design characteristics that affect software supportability.  
 5. Recognize the concepts of software re-engineering.

PFN NO: 5028

6.0 PE3 6.0 PE3

Note: An additional faculty member is required for this class.

6.0 PE3 6.0 PE3

Clearance: Unclassified

Title: Supportability Analyses

- TLO: 1. Analyze system characteristics and extract data pertinent to a supportability strategy.  
 2. Construct a program supportability strategy.  
 3. Demonstrate proficiency with LOGPARS.

PFN NO: 5029

2.0 C 2.0 C

Clearance: Unclassified

Title: Application of Reliability and Maintainability

- TLO: 1. Describe how a reliability and maintainability program can decrease a system’s operating and support costs.  
 2. Describe the role of qualitative reliability and qualitative maintainability design factors.  
 3. Describe the relationship of reliability and maintainability to the requirements determination process.  
 4. Discuss why the materiel developer may be reluctant to incorporate an operational availability assessment into a test plan.  
 5. Discuss why establishing failure definitions and scoring criteria is a good idea.  
 6. Describe the relationship of reliability to failure rate.

7. Given a formula for calculating operational availability, discuss the impact on the variables if reliability or maintainability is increased.

PFN NO: 5030

2.0 GS      2.0 GS

Clearance: Unclassified

Title: Contractors at War

TLO: 1. Discussion of the role of contractors supporting the Army in combat.

## Training Annex with Task/Cond/Standard(s)

Course: ALMC-QA Phase: Version: A  
 Preparation Date: May 10, 2004  
 Course Title: Army Acquisition Basic Course

Training Annex: F  
 Title: Information Technology (IT)

Purpose:

Peacetime Academic Hours: 43.0  
 Mobilization Academic Hours: 43.0

Academic Hours			
Peacetime		Mobilization	
<u>Hours</u>	<u>Type</u>	<u>Hours</u>	<u>Type</u>
0.5	ISE	0.5	ISE

PFN NO: 6002

Clearance: Unclassified

Title: Welcome to the Communications-Computer Systems  
 Career Field

- TLO: 1. Recognize how communication-computer systems personnel contribute to information technology projects.  
 2. Identify typical functional responsibilities of DoD personnel within the communications - computer systems  
 3. Identify potential career opportunities within the communications - computer systems career field.

PFN NO: 6003

0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: IT Organization

- TLO: 1. Recognize the functions of the Chief Information Officer of the agency.  
 2. Identify the importance of a team approach to the IT acquisition process and identify the consequences of poor teamwork.  
 3. Identify the responsibilities of the Integrated Product Team in IT acquisition.

PFN NO: 6005

0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Computers and Communications

- TLO: 1. Distinguish basic technologies used in information  
 2. Distinguish basic concepts in information systems

hardware and communications.

PFN NO: 6006 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Software, Modeling, and Simulation

- TLO: 1. Given choices of information systems software, modelings, and simulation technologies, apply them in acquiring information systems and resources.
2. Recognize basic concepts in information systems software, modeling and simulation.
3. Recognize basic technologies used in information systems development and acquisition.
4. Distinguish basic software, modeling, and simulation terms used in information technology.

PFN NO: 6007 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Data Management

- TLO: 1. Distinguish basic terms used in information systems data management.
2. Identify basic terms used in information systems data management.
3. Distinguish basic concepts used in information systems data management.
4. Recognize the impact of data management on acquiring information systems.

PFN NO: 6008 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: IT for Program Management

- TLO: 1. Distinguish the information technologies used to support program management.
2. Select the elements of information technologies used to support program management.

PFN NO: 6009 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Information Security

- TLO: 1. Select concepts involving information security.
2. Recognize technologies used to protect information
3. Identify the major issues involving information privacy, system security, and electronic commerce.

PFN NO: 6011	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: Acquisition Policies				
TLO:	<ol style="list-style-type: none"> <li>1. Recognize the overall intent of the IT policies and regulations.</li> <li>2. Identify the primary policy, regulatory, and guidance documents used in IT acquisition.</li> </ol>			
PFN NO: 6012	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: IT Strategic Planning				
TLO:	<ol style="list-style-type: none"> <li>1. Distinguish how information technology is linked to agency mission accomplishment.</li> <li>2. Distinguish between the enterprise, functional, and program/project planning levels.</li> </ol>			
PFN NO: 6013	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: IT Acquisition Process and Documentation				
TLO:	<ol style="list-style-type: none"> <li>1. Identify the major activities in IT acquisition with their appropriate phase(s) in the DoD Acquisition Life Cycle.</li> <li>2. Distinguish IT acquisition activities relating to the planning, programming, and budgeting cycle.</li> <li>3. Recognize the purpose(s) for the documentation required during the acquisition of information technology.</li> <li>4. Identify the time frames for developing and updating selected acquisition documentation.</li> </ol>			
PFN NO: 6014	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: Process Maturity				
TLO:	<ol style="list-style-type: none"> <li>1. Distinguish basic concepts in process maturity models.</li> <li>2. Distinguish among the features comprising the process maturity models.</li> </ol>			
PFN NO: 6015	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: IT Management Practices				
TLO:	<ol style="list-style-type: none"> <li>1. Recognize Principle IT practices and how they ensure cost effective IT acquisition with acceptable levels of risk.</li> </ol>			



PFN NO: 6016	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: Risk Management				
TLO: 1. Identify types of risks associated with information technology acquisition at each phase of the life cycle.				
2 Distinguish strategies and/or alternative methods for risk management.				
PFN NO: 6017	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Requirements and Configuration Management				
TLO: 1. Recognize the key steps in the Joint Capabilities Integration and Development System (JCIDS) Analysis				
2. Recognize the need for configuration management and traceability of requirements.				
3. Identify the Requirements/Capabilities considerations for				
4. Distinguish the functions of configuration management.				
PFN NO: 6018	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: Metrics and Measures				
TLO: 1. Recognize the concepts for developing and implementing a metrics/measures program.				
2. Identify the constraints and limitations of				
PFN NO: 6019	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Architecture Principles				
TLO: 1. Distinguish the major elements of an integrated systems architecture.				
2. Distinguish the concepts of the Command, Control, Communication, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) architecture framework.				
3. Distinguish the principles of technical standardization involved in systems development and interoperability.				
PFN NO: 6020	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: Quality Management				
TLO: 1. Recognize critical requirements for a quality management program in information technology acquisition.				
2. Identify various methods and techniques to assure quality is				

maintained throughout the life cycle.

PFN NO: 6021	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: System Fielding and Maintenance				
TLO: 1. Identify the deployment issues involved in fielding a new information technology system.				
2. Identify the sustainment issues involved in supporting a fielded information technology system.				
3. Identify the configuration management roles and issues involved in supporting a fielded information technology				
PFN NO: 6031	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: Software Acquisition Management Defined				
TLO: 1. Recognize the importance of software and software acquisition management.				
2. Define key terms that will be discussed throughout the course.				
PFN NO: 6032	1.5	ISE	1.5	ISE
Clearance: Unclassified				
Title: Computer Fundamentals				
TLO: 1. Recognize basic concepts of hardware and software.				
PFN NO: 6033	0.5	ISE	0.5	ISE
Clearance: Unclassified				
Title: Software Acquisition Management Policy Guidance				
TLO: 1. Recognize the role Integrated Product Teams play in software acquisition.				
2. Recognize the DoD policies, specifically the Clinger-Cohen Act that covers important parts of the Information Technology Management Reform Act (ITMRA).				
3. Understand key provisions of DoDD 5000.1, DoD 5000.2-R, and DoDD 8000.1 as they relate to software acquisition management.				
PFN NO: 6034	1.0	ISE	1.0	ISE
Clearance: Unclassified				
Title: Architectural Fundamentals for Software Acquisition Management				
TLO: 1. Understand the C4ISR Architecture Framework.				
2. Describe the three key DoD architectures.				

3. Recognize the concepts and benefits of Open Systems Architectures.
4. Understand the concepts of Domain Engineering and software reuse.

PFN NO: 6035

0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Acquisition Strategies and Development Paradigms

TLO: 1. Recognize commonly-used DoD acquisition strategies and software development paradigms such as the Waterfall, Incremental, and Spiral. Understand how the strategy and paradigm related to project-specific risks.

PFN NO: 6036

0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Software Quality for Software Acquisition Management

TLO: 1. Recognize the common ways that "quality" software can be defined.  
 2. Recognize several different perspectives on what Software Quality is.  
 3. Define the components of "Error Density."  
 4. Explain some of the more common measures of Software Quality.  
 5. Define Software Quality Assurance (SQA) and understand SQA activities.

PFN NO: 6037

1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Software Acquisition Measurement

TLO: 1. Understand why software measurement is important.  
 2. Define key software measurement terms and concepts.  
 3. Understand the three most common categories of software measures.  
 4. Explain the importance of management and quality measures.  
 5. Recognize several ways to select particular management and quality indicators to use.  
 6. Identify some commonly used software management and quality metrics, how graphical examples assist in management, and some general rules for their  
 7. Explain what process maturity models and their metrics are and how they can be used to assess both software

developers and acquirers.

8. Recognize models being used for software process improvement: the Software Capability Maturity Model (SW-CMM).
9. Understand Key Process Areas (KPA) as defined by the SW-CMM.
10. Recognize the Capability Maturity Model Integration (CMMI) effort and other maturity models.
11. Understand other measures that are used at the systems level.
12. Recognize legal requirements for enterprise-level IT measurement.

PFN NO: 6038 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Risk Management for Software-Intensive Systems

- TLO: 1. Understand a generic Risk Management process applicable to software-intensive systems.
2. Describe common risks for software-intensive systems.
  3. Understand various strategies that can be used to mitigate these common risks.

PFN NO: 6039 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Critical Requirements—Safety, Security, and Privacy

- TLO: 1. Recognize "critical requirements" for software-intensive systems.
2. Identify laws, directives, and policies applicable to critical requirements.
  3. Understand the "accreditation" process and DoD MLS program.
  4. Understand Information Operations concepts.

PFN NO: 6040 1.0 ISE 1.0 ISE

Clearance: Unclassified

Title: Software in the Systems Engineering Process - Requirements and Design and Testing and Qualification

- TLO: 1. Describe the Systems Engineering Process.
2. Explain how Software Requirements are determined.
  3. Recognize the software component of a Work Breakdown Structure.
  4. Define life-cycle reviews that can be used to help manage

- software development.
5. Describe key requirements of J-STD-016 and ISO-12207.
  6. Explain Configuration Management (CM) and its role in software development.
  7. Define key terms associated with software testing.
  8. Identify categories of software testing.
  9. List and describe types of human-based testing.
  10. List and describe types of computer-based testing.
  11. Explain the role of Independent Verification and Validation (IV&V).
  12. Identify origins of software faults.
  13. Explain a typical software testing process.

PFN NO: 6041 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Estimation Process Overview

- TLO: 1. Describe common techniques used for software estimates.
2. List factors that most influence software cost and schedule estimates.
3. Identify commonly used parametric models.
4. Summarize key components of the Constructive Cost Model (COCOMO).
5. Describe a typical software estimation process.

PFN NO: 6042 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Post-Deployment Software Support

- TLO: 1. Define the term "PDSS."
2. Discuss essential life-cycle software supportability planning activities.
3. Explain how Integrated Product Teams (IPTs) can be used for computer resource support planning.
4. Summarize contents of key computer support plans.
5. List Reliability, Availability, and Maintainability (RAM) characteristics common to software-intensive systems.

PFN NO: 6043 0.5 ISE 0.5 ISE

Clearance: Unclassified

Title: Contracting Issues for Software-Intensive Systems

- TLO: 1. Describe the conditions under which "Modular Contracting" is used.
2. Identify contract types most suitable for software-intensive

systems.

3. List critical items that should be considered as part of RFP planning for software-intensive systems.
4. Describe pre-selection survey techniques used to assess contractor software development capability and capacity and their use in source selection.

PFN NO: 6045	2.5	PE3	2.5	PE3
Note: An additional faculty member is required for this class.	2.5	PE3	2.5	PE3

Clearance: Unclassified

Title: Long Range Acquisition and Targeting System (LRATS)

- TLO:
1. Given a scenario, relate software quality and testing and evaluation "Best Practices" to system development and system level testing processes.
  2. Given programmatic documentation for a software-intensive system, assess the use of appropriate software acquisition risk mitigation strategies based on accepted
  3. Given programmatic documentation for a software-intensive system, apprise tools and techniques available to the program office for planning, measuring and predicting software development and support.
  4. Given program summary documentation for a software-intensive system, assess the system for adequacy of computer resource planning and support.

PFN NO: 6065	1.0	PE3	1.0	PE3
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Clearance: Unclassified

Title: Users' Functional Description

- TLO:
1. Understand the use and purpose of the users' functional description.
  2. Read and create a simple IDEF0 process model.

PFN NO: 6050	1.0	C	1.0	C
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Clearance: Unclassified

Title: Information Technology (IT) Overview

- TLO:
1. Recognize how communication-computer systems personnel contribute to the information technology
  2. Identify typical functional responsibilities of DoD personnel within the communications—computer systems
  3. Identify potential career opportunities within the communications—computer systems career field.

4. Recognize the importance of software and software acquisition management.
5. Define key terms that will be discussed throughout the course.
6. Recognize the functions of the Chief Information Officer of the agency.
7. Identify the importance of a team approach to the IT acquisition process and identify the consequences of poor teamwork.
8. Identify the responsibilities of the Integrated Product Team in IT acquisition.

PFN NO: 6051 2.0 C 2.0 C

Clearance: Unclassified

Title: Computer Fundamentals and Communications

- TLO: 1. Distinguish basic technologies used in information hardware and communications.
2. Distinguish basic concepts in information systems hardware and communications.
3. Recognize basic concepts of Hardware and Software.

PFN NO: 6052 2.0 C 2.0 C

Clearance: Unclassified

Title: Architecture Principles

- TLO: 1. Distinguish the major elements of an integrated systems architecture.
2. Distinguish the concepts of the Command, Control, Communication, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) architecture framework.
3. Distinguish the principles of technical standardization involved in systems development and interoperability.
4. Understand the C4ISR Architecture Framework.
5. Describe the three key DoD architectures.
6. Recognize the concepts and benefits of Open Systems Architectures.
7. Understand the concepts of Domain Engineering and software reuse.

PFN NO: 6053 1.0 C 1.0 C

Clearance: Unclassified

Title: Software, Modeling, and Simulation

- TLO: 1. Recognize basic concepts in information systems software modeling and simulation.

2. Recognize basic technologies used in information systems development and acquisition.
3. Distinguish basic software, modeling, and simulation terms used in information technology.

PFN NO: 6054 1.0 C 1.0 C

Clearance: Unclassified

Title: Data Management and IT for Program Management

- TLO:
1. Distinguish basic terms used in information systems data management.
  2. Identify basic terms used in information systems data management.
  3. Distinguish basic concepts used in information systems data management.
  4. Recognize the impact of data management on acquiring information systems.
  5. Distinguish the information technologies used to support program management.
  6. Select the elements of information technologies used to support program management.

PFN NO: 6055 1.0 C 1.0 C

Clearance: Unclassified

Title: Safety, Security, and Privacy

- TLO:
1. Select concepts involving information security.
  2. Recognize technologies used to protect information
  3. Identify the major issues involving information privacy, system security, and electronic commerce.
  4. Recognize "Critical Requirements" for software-intensive systems.
  5. Recognize DoD's Multilevel Security (MLS) program.
  6. Understand the "accreditation" process.
  7. Understand Information Operations concepts.

PFN NO: 6056 1.0 C 1.0 C

Clearance: Unclassified

Title: Acquisition Policies, Planning and Documentation

- TLO:
1. Recognize the overall intent of the IT policies and regulations.
  2. Identify the primary policy, regulatory, and guidance documents used in IT acquisition.
  3. Recognize the DoD policies, specifically the Clinger-



Cohen Act that covers important parts of the Information Technology Management Reform Act (ITMRA).

4. Understand key provisions of DoDD 5000.1, DoD 5000.2-R, and DoDD 8000.1 as they relate to software acquisition management.
5. Distinguish how information technology is linked to agency mission accomplishment.
6. Distinguish between the enterprise, functional, and program/project planning levels.
7. Identify the major activities in IT acquisition with their appropriate phase(s) in the DoD Acquisition Life Cycle.
8. Recognize the purpose(s) for the documentation required during the acquisition of information technology.

PFN NO: 6057

1.0 C 1.0 C

Clearance: Unclassified

Title: Strategies and Development/Systems Engineering

- TLO:
1. Recognize commonly-used DoD acquisition strategies and software development paradigms such as the Waterfall, Incremental, and Spiral. Understand how the strategy and paradigm relates to project-specific risks.
  2. Recognize the Systems Engineering Process (SEP) and how it is used to manage the software development
  3. Understand key reviews, documentation, audits, and baselines that are typically part of the management processes used for software-intensive system development.
  4. Understand software testing and qualification and its role as part of the systems engineering and software development process.
  5. Understand the various categories and types of software testing.
  6. Understand the role of Independent Verification and Validation (IV&V).

PFN NO: 6058

1.0 C 1.0 C

Clearance: Unclassified

Title: Process Maturity and S/W Measurement

- TLO:
1. Define key software measurement terms and concepts.
  2. Understand the three most common categories of software measures and their importance.
  3. Explain the importance of management and quality measures.

4. Recognize several ways to select particular management and quality indicators to use.
5. Identify some commonly used software management and quality metrics, how graphical examples assist in management, and some general rules for their
6. Explain what process maturity models and their metrics are and how they can be used to assess both software developers and acquirers.
7. Recognize models being used for software process improvement: the Software Capability Maturity Model (SW-CMM).
8. Understand Key Process Areas (KPAs) as defined by the SW-CMM.

PFN NO: 6059 1.0 C 1.0 C

Clearance: Unclassified

Title: IT Management and Risk Management

- TLO:
1. Recognize Principle IT practices and how they ensure cost effective IT acquisition with acceptable levels of risk.
  2. Understand a generic Risk Management process applicable to software-intensive systems.
  3. Describe common risks for software-intensive systems.
  4. Understand various strategies that can be used to mitigate these common risks.
  5. Identify types of risks associated with information technology acquisition at each phase of the life cycle.
  6. Distinguish strategies and/or alternative methods for risk management.

PFN NO: 6060 1.0 C 1.0 C

Clearance: Unclassified

Title: Requirements and Configuration Management

- TLO:
1. Recognize the key steps in the Joint Capabilities Integration and Development System (JCIDS) Analysis Process.
  2. Recognize the need for configuration management and traceability of requirements.
  3. Identify the Requirements/Capabilities considerations for
  4. Distinguish the functions of configuration management.

PFN NO: 6061 1.0 C 1.0 C

Clearance: Unclassified

Title: Metrics and Measures

- TLO: 1. Recognize the concepts for developing and implementing a metrics/measures program.
2. Identify the constraints and limitations of

PFN NO: 6062

1.0 C 1.0 C

Clearance: Unclassified

Title: Software Quality Management

- TLO: 1. Recognize critical requirements for a quality management program in information technology acquisition.
2. Identify various methods and techniques to assure quality is maintained throughout the life cycle.
3. Recognize the common ways that "quality" software can be defined.
4. Recognize several different perspectives on what Software Quality is.
5. Define the components of "Error Density."
6. Explain some of the more common measures of Software Quality.
7. Define Software Quality Assurance (SQA) and understand SQA activities.

PFN NO: 6063

1.0 C 1.0 C

Clearance: Unclassified

Title: System Fielding and Maintenance

- TLO: 1. Identify the deployment issues involved in fielding a new information technology system.
2. Identify the sustainment issues involved in supporting a fielded information technology system.
3. Identify the configuration management roles and issues involved in supporting a fielded information technology system.
4. Recognize why Post-Deployment Software Support (PDSS) is important.
5. Describe issues associated with software support and maintenance.
6. Identify relevant plans and standards related to PDSS.

PFN NO: 6064

1.0 C 1.0 C

Clearance: Unclassified

Title: Contracting and Cost Estimation for IT

- TLO: 1. Understand the requirements for Modular Contracting.
2. Identify those contract types most suitable for software-

intensive systems.

3. Understand key issues that should be considered as part of RFP preparation.
4. Recognize techniques that can be used as part of the contracting process to evaluate the software "maturity" of bidders.
5. Describe methods used for software cost estimation.
6. Understand commonly-used parametric models.
7. Recognize a typical software estimation process.